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U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
THE SECRETARY
WASHINGTON, D.C. 20410-0001

June 22, 1995

MEMORANDUM FOR: President Bill Clinton
Vice President Al Gore

FROM: Henry G. Cisneros, Secretary *Henry Cisneros*

SUBJECT: Blueprint: Chicago Housing Authority

You have asked for an honest working plan which spells out HUD's immediate and long-term goals regarding the Department's intervention in the Chicago Housing Authority. Attached is our plan for bringing meaningful change to CHA residents and for setting an example of what your Administration means when we call for "transforming public housing."

Our intervention in Chicago must do two things:

- First, it must repair the foundation of a badly broken agency that is not capable of delivering even the most basic services to its residents in a timely or effective manner.
- Second, it must make sure that a foundation is built which is strong enough to support moving the CHA forward as HUD's present role changes by the end of the year.

The likeliest next step for HUD is within the next month to ask the federal judge who has for years had oversight over the CHA to transfer HUD's present emergency stabilization role to a formal court receiver. This information should be handled confidentially for several weeks as preparations with the court continue and because Mayor Daley wants to review this course further. Since such a receivership involves complex legal procedures and selection of an actual managing receiver, HUD will continue its present role for a period of months.

The CHA and its developments are so far beneath the baseline of acceptability that action to take it over was necessary. We are acting quickly to restructure the agency. We believe our plan meets the test of improving the lives of public housing residents and changing public housing as we know it. At the end of the day, we will and should be judged on whether HUD's intervention in Chicago makes a positive difference in the lives of CHA residents.

JUN 22

OUR VISION

"The transformation of public housing in America must be made visible in the transformation of the Chicago Housing Authority."

Our vision for public housing in Chicago is the same vision we have for public housing in America. We want public housing to blend in with the communities in which it is located. Public housing should not stand apart physically or architecturally; it should be woven into the fabric of our communities. If low-rise apartments and single family homes are the rule in a neighborhood, then public housing should be built to blend in with them.

Public housing should not be islands for the poor; it should be home to families of mixed incomes. Public housing residents cannot be viewed as second and third class citizens due to their living environments, but given access to job opportunities, good schools, and public services.

Our goal is to see public housing serve its originally intended purpose as a point of transition to a better life for individuals and families. To accomplish that public housing must be characterized by less and less federal regulation, increased flexibility, changes in rent rules in order to encourage work and more resident and site-based decisions. We must create environments which decentralize administrative authority and promote resident decision making. At the same time that we recognize tenant rights, we must also insist upon tenant responsibilities.

This vision is supported by HUD's reinvention and can be put into place for the long run. But, the CHA today is far from this kind of housing authority. In both its buildings and its systems, we have found much to transform and restructure. So, the transformation of the CHA must follow a disciplined, rigorous course of goals if we are to serve the residents and the taxpayers.

OUR GOAL

"To strengthen the Chicago Housing Authority so it is better able to provide a safe, decent and livable environment for its residents and to build confidence among taxpayers that federal funds are being used for constructive purposes."

Our initial attempt at a plan of simply stated goals and obtainable achievements follows:

- First, in Chicago, HUD is not tinkering around the edges. We have made a serious, real commitment to transforming public housing and are prepared to work under intense scrutiny and urgent expectations.
- Second, instead of taking the safe approach of proclaiming public policy from Washington and hoping it fits the desired outcome, we are on the ground and know that the policy must fit local conditions in real time.
- Third, we will do what we say we can do.

GOALS:

Security

Goal: Increase the level of safety in and around Chicago's public housing developments.

- (1) Hire 60 additional police officers - *Completion Date August 15, 1995.*
- (2) Restructure and strengthen the tenant patrol program - *Completion July 15, 1995.*
- (3) Use the Buracker report on security as a guide to reorganize the Chicago Housing Authority Police Force - *Completion Date July 1, 1995.*
- (4) Replace the current CHA Police Force leadership at CHA - *Completion Date July 1, 1995.*
- (5) Consolidate all police, security and crime prevention efforts under a new chief of police - *Completion Date July 1, 1995.*
- (6) Establish on-site mini stations/lobby stations at all CHA family developments - *Completion Date September 15, 1995.*
- (7) Create specialized units to focus on: *Completion Date September 15, 1995.*
 - (a) senior citizens
 - (b) elevator vandalism
 - (c) evictions.
- (8) Initiate community policing - *Completion Date July 15, 1995.*

Maintenance

Goal: Improve the effectiveness of CHA's maintenance program and enhance the cleanliness and appearance of CHA buildings and public spaces - *Completion Date September 1, 1995.*

- (1) Overhaul CHA maintenance operations - *Completion Date September 1, 1995.*
- (2) Implement a preventive maintenance management program - *Completion Date September 1, 1995.*
- (3) Standardize and centralize the CHA's work order system (will result in a vast reduction in back work orders) - *Completion Date September 1, 1995.*
- (4) Replace the leadership of the operations staff - *Completion Date July 1, 1995.*
- (5) Establish a summertime cleanup/painting program - *Completion Date July 1, 1995.*
- (6) Accelerate the vacancy reduction program - *Completion Date July 1, 1995.*
- (7) Continue the STEP UP program for employment of residents in essential CHA functions.

Redevelopment

Goal: Begin a program of demolishing the obsolete high-rise buildings and replacing them with less dense, town house-style and other smaller scale buildings.

Henry Horner *Begin July 31, 1995:* Demolish five buildings within the complex in 1995 and relocate daycare operations and begin construction and replacement housing in the spring of 1996.

Cabrini Green *Begin July 31, 1995:* Demolish three buildings within the complex in 1995, complete the relocation of residents and begin construction of replacement housing on-site in 1996.

Lakefront *Begin September 1 1995:* Demolish five buildings and begin construction of replacement housing in 1995.

**Washington
Park**

Begin July 15, 1995: Work with city officials to identify land and begin the replacement program on- and off-site

Suburban Demonstration Program: With the cooperation of the Receiver, initiate the Suburban Demonstration Program to give residents more choice in housing - ***July 15, 1995.***

Resident Programs

Goal: Increase residents' participation in the decisions that affect their lives.

- (1) Establish a development-by-development resident planning process to give residents voice and involvement concerning decisions about the redevelopment of the buildings in which they live - ***Completion Date July 15, 1995.***
- (2) Follow through with the CHARISMA program which joins CHA, the religious community and businesses to serve CHA developments - ***Completion Date August 1, 1995.***
- (3) Follow through with the State of Illinois and The Woodlawn Organization to open up a transition facility for CHA families in crisis. This would mean a reuse of CHA apartments as a temporary safe haven for troubled individuals and families - ***Completion Date August 1, 1995.***
- (4) Provide an ongoing support system to residents participating in Resident Management Councils. Encourage resident ownership programs through homesteading and the "My Own Home Program".

CHA Administration

Goal: Replace the existing CHA administrative structure and create a new structure which will (1) provide field support for site management; (2) manage CHA assets and resources; and (3) restore confidence and integrity in the Authority.

- (1) Restructure and consolidate the finance and accounting and administrative departments - ***Completion Date July 1, 1995.***
- (2) Reconcile 1995 budget which includes a 15 percent staff reduction - ***Completion Date August 1, 1995.***

- (3) Begin reorganization of the legal department - *Ongoing.*
- (4) Prepare and release RFP for private management of senior housing developments - *Completion Date August 15, 1995.*
- (5) Prepare and release RFP for the Management Information System - *Completion Date July 20, 1995.*
- (6) Prepare and release RFP for private management of the Section 8 certificate and voucher program - *Completion Date July 14, 1995.*
- (7) Correct procurement and contracting corruption and inefficiencies - *Completion Date October 31, 1995.*
- (8) Continue legal and investigative efforts related to the report on corruption and criminal wrongdoing outlined by former U.S. Attorney Velukas - *Ongoing.*
- (9) Prepare and release a RFP for new management of the CHA pension fund, which lost \$15 million due to poor management - *Completion Date July 15, 1995.*
- (10) Outsource the management of the deferred compensation plan - *Completion Date August 15, 1995.*
- (11) Investigate procurement of a third party administrator for the workmen's compensation assets - *Completion Date August 15, 1995.*

Community Leadership Support

Goal: Increase the commitment of Chicago's political, civic, and business leadership to CHA programs.

- (1) Host work sessions with decision-makers from the civic, business and religious communities to encourage them to engage with our CHA initiatives - *Completion Date August 15, 1995.*
- (2) Sharpen the public information capacity to keep media, residents and the public at-large informed of the changes at the CHA - *Completion Date July 15, 1995.*
- (3) Attract foundations, universities and the philanthropic divisions of Chicago-area corporations to active partnerships with the CHA - *Ongoing.*

1996 DEMOCRATIC CONVENTION TIMELINE

DATE	EVENT
1994	8/4/94 Chicago Announcement
May-95	5/1/95 State Party Delegate Selection and Affirmative Action Plans due
	5/23/95 Start of "Limited Access Period" at United Center
Jun-95	6/1/95 Use of 7,500 square feet of office space in Chicago
	6/17/95 ASDC/DNC Executive Committee Meeting - Mackinac Island, Michigan
Jul-95	7/1/95 Chicago Convention Office opened
Aug-95	8/17/95 DNC Meeting - New Orleans, Louisiana
Sep-95	9/1/95 Washington staff move to Chicago
	9/1/95 Hotel information distributed to State Parties
	9/1/95 Deadline for initial development of Media Pavilion specifications
	9/1/95 Deadline for DNCC schedule submitted for Computer Services
Oct-95	10/1/95 Mailing of 1996 Delegate Selection rules
	10/15/95 Deadline for receipt of State Party hotel preferences to DNCC Offices
Nov-95	11/30/95 State Party hotel announcements
	11/30/95 ASDC Meeting - San Juan, PR
Jan-96	1/1/96 Deadline: City & DNCC submit initial plans to United Center for Construction
Feb-96	2/12/96 Iowa Caucus
	2/20/96 New Hampshire Primary
Mar-96	3/1/96 Start date for 24 hour access for designated DNCC officials at United Center
	3/5/96 Primary and Caucus season "opens" (see attached calendar)
Jun-96	Jun-96 ASDC Meeting - Convention Walk-thru, Chicago, Illinois
	6/1/96 Start date for use of HQ hotel office space
	6/22/96 Final date for delegate selection process to be completed
	6/22/96 Standing Committee Members, Delegation Chairs & Pages selected
Jul-96	Jul-96 Standing Committees Meeting; Credentials, Rules, Platform
	7/7/96 Start date for 3,500 square feet for credentials operations offices
	7/20/96 Final deadline to receive hotel reservations or rooms released back to hotels
	7/20/96 Welcome Convention packet mailed to all delegates, alternates, guests etc.
	7/21/96 Start date for 5,000 square feet for transportation center offices
Aug-96	8/24/96 Welcoming Event for Media (Saturday night)
	8/25/96 Final State Chairs walk-thru of United Center
	8/25/96 Welcoming Events for 55 State Parties (sponsored by Host Committee)
	8/26/96 Convention begins
	8/29/96 Convention ends

As of April 12, 1995

UNOFFICIAL 1996 Calendar of State Democratic Delegate Selection Dates*

(With States Listed in Chronological Order)

FIRST DETERMINING STEP	STATE	SYSTEM	NOTES
02/12/96	Iowa	Caucus	<i>Date must be approved by RBC</i>
02/20/96	New Hampshire	Primary	<i>Date must be approved by RBC</i>
02/24/96	Delaware	Primary	<i>Date must be approved by RBC</i>
02/27/96	South Dakota	Primary	<i>Date must be approved by RBC</i>
03/05/96	Colorado	Primary	
	Connecticut	Primary	
	Georgia	Primary	
	Idaho	Caucus	
	Maryland	Primary	
	Minnesota	Caucus	
	Washington	Caucus	
	American Samoa	Caucus	
03/07-21/96	North Dakota	Caucus	
03/07/96	Missouri	Caucus	
	New York	Primary	
03/09-11/96	Democrats Abroad	Caucus	
03/09/96	Arizona	Caucus	
	South Carolina	Primary	
03/10/96	Nevada	Caucus	
03/12/96	Florida	Primary	
	Hawaii	Caucus	
	Louisiana	Primary	<i>May change to caucus</i>
	Maine	Primary	
	Massachusetts	Primary	
	Mississippi	Primary	
	Oklahoma	Primary	
	Rhode Island	Primary	
	Tennessee	Primary	
	Texas	Primary/Caucus	
03/19/96	Illinois	Primary	

* This calendar represents the UNOFFICIAL date and system currently *anticipated or proposed* by each State Democratic Party for the 1996 delegate selection process and is **subject to change**. State selection dates and methods are subject to approval by the DNC's Rules and Bylaws Committee (RBC). Dates outside of the "window" (3/5/96 - 6/11/96) must be specifically authorized by the RBC (except as provided by the National Party's Rules). This unofficial calendar was prepared by the DNC's Office of Party Affairs and Delegate Selection. For more information, call 202/863-7191.

UNOFFICIAL 1996 Calendar of State Democratic Delegate Selection Dates*

(With States Listed in Chronological Order)

FIRST DETERMINING STEP	STATE	SYSTEM	NOTES
	Michigan	Primary	
	Ohio	Primary	
	Wisconsin	Primary	
03/23/96			
	Wyoming	Caucus	
03/25/96			
	Utah	Caucus	
03/26/96			
	California	Primary	
	Vermont	Caucus	May change to primary on 3/5
03/30/96			
	Virgin Islands	Caucus	
04/02/96			
	Kansas	Caucus	May change to primary
04/04/96			
	Alaska	Caucus	
04/07/96			
	Puerto Rico	Primary	May move to 3/10
04/13/96			
	Virginia	Caucus	
04/23/96			
	Pennsylvania	Primary	May move to 3/19
05/05/96			
	Guam	Caucus	
05/07/96			
	District Of Columbia	Primary	
	Indiana	Primary	
	North Carolina	Primary	
05/14/96			
	Nebraska	Primary	
	West Virginia	Primary	
05/21/96			
	Oregon	Primary	
05/28/96			
	Arkansas	Primary	
	Kentucky	Primary	
06/04/96			
	Alabama	Primary	
	Montana	Primary	
	New Jersey	Primary	
	New Mexico	Primary	

* This calendar represents the UNOFFICIAL date and system currently *anticipated or proposed* by each State Democratic Party for the 1996 delegate selection process and is **subject to change**. State selection dates and methods are subject to approval by the DNC's Rules and Bylaws Committee (RBC). Dates outside of the "window" (3/5/96 - 6/11/96) must be specifically authorized by the RBC (except as provided by the National Party's Rules). This unofficial calendar was prepared by the DNC's Office of Party Affairs and Delegate Selection. For more information, call 202/863-7191.

DEMOCRATIC DELEGATE SELECTION -- Allocation Calendar

Date of First Step	STATE / GROUP	Delegate Selection System	Pledged Delegates (only)				
			# of Pledged Dels	% of Pledged	Cume # of Pledged Dels	Cume % of Pledged Dels	% of Pledged Dels/Day
02/12/96	IOWA	Caucus	48	1.36%	48	1.36%	1.36%
02/20/96	NEW HAMPSHIRE	Primary	20	0.57%	68	1.93%	0.57%
02/24/96	DELAWARE	Primary	14	0.40%	82	2.33%	0.40%
02/27/96	SOUTH DAKOTA	Primary	15	0.43%	97	2.75%	0.43%
03/05/96	COLORADO	Primary	49	1.39%	146	4.15%	
	CONNECTICUT	Primary	53	1.51%	199	5.65%	
	GEORGIA	Primary	76	2.16%	275	7.81%	
	IDAHO	Caucus	18	0.51%	293	8.32%	
	MARYLAND	Primary	68	1.93%	361	10.25%	
	MINNESOTA	Caucus	76	2.16%	437	12.41%	
	WASHINGTON	Caucus	74	2.10%	511	14.51%	
	AMERICAN SAMOA	Caucus	3	0.09%	514	14.60%	11.84%
03/07-21/96	NORTH DAKOTA	Caucus	14	0.40%	528	15.00%	0.40%
03/07/96	MISSOURI	Caucus	76	2.16%	604	17.15%	
	NEW YORK	Primary	244	6.93%	848	24.08%	9.09%
03/09-11/96	DEMOCRATS ABROAD	Caucus	7	0.20%	855	24.28%	0.20%
03/09/96	ARIZONA	Caucus	44	1.25%	899	25.53%	
	SOUTH CAROLINA	Primary	43	1.22%	942	26.75%	2.47%
03/10/96	NEVADA	Caucus	18	0.51%	960	27.26%	0.51%
03/12/96	FLORIDA	Primary	152	4.32%	1,112	31.58%	
	HAWAII	Caucus	20	0.57%	1,132	32.15%	
	LOUISIANA	Primary	59	1.68%	1,191	33.83%	
	MAINE	Primary	23	0.65%	1,214	34.48%	
	MASSACHUSETTS	Primary	93	2.64%	1,307	37.12%	
	MISSISSIPPI	Primary	38	1.08%	1,345	38.20%	
	OKLAHOMA	Primary	44	1.25%	1,389	39.45%	
	RHODE ISLAND	Primary	22	0.62%	1,411	40.07%	
	TENNESSEE	Primary	68	1.93%	1,479	42.01%	
	TEXAS	Primary/Caucus	194	5.51%	1,673	47.51%	20.25%
03/19/96	ILLINOIS	Primary	164	4.66%	1,837	52.17%	
	MICHIGAN	Primary	128	3.64%	1,965	55.81%	
	OHIO	Primary	147	4.17%	2,112	59.98%	

DEMOCRATIC DELEGATE SELECTION -- Allocation Calendar

Date of First Step	STATE / GROUP	Delegate Selection System	Pledged Delegates (only)				
			# of Pledged Dels	% of Pledged	Cume # of Pledged Dels	Cume % of Pledged Dels	% of Pledged Dels/Day
	WISCONSIN	Primary	79	2.24%	2,191	62.23%	14.71%
03/23/96	WYOMING	Caucus	13	0.37%	2,204	62.60%	0.37%
03/25/96	UTAH	Caucus	24	0.68%	2,228	63.28%	0.68%
03/26/96	CALIFORNIA	Primary	363	10.31%	2,591	73.59%	
	VERMONT	Caucus	15	0.43%	2,606	74.01%	10.74%
03/30/96	VIRGIN ISLANDS	Caucus	3	0.09%	2,609	74.10%	0.09%
04/02/96	KANSAS	Caucus	36	1.02%	2,645	75.12%	1.02%
04/04/96	ALASKA	Caucus	13	0.37%	2,658	75.49%	0.37%
04/07/96	PUERTO RICO	Primary	51	1.45%	2,709	76.94%	1.45%
04/13/96	VIRGINIA	Caucus	79	2.24%	2,788	79.18%	2.24%
04/23/96	PENNSYLVANIA	Primary	167	4.74%	2,955	83.93%	4.74%
05/05/96	GUAM	Caucus	3	0.09%	2,958	84.01%	0.09%
05/07/96	DISTRICT OF COLUMBIA	Primary	17	0.48%	2,975	84.49%	
	INDIANA	Primary	74	2.10%	3,049	86.59%	
	NORTH CAROLINA	Primary	84	2.39%	3,133	88.98%	4.97%
05/14/96	NEBRASKA	Primary	25	0.71%	3,158	89.69%	
	WEST VIRGINIA	Primary	30	0.85%	3,188	90.54%	1.56%
05/21/96	OREGON	Primary	47	1.33%	3,235	91.88%	1.33%
05/28/96	ARKANSAS	Primary	36	1.02%	3,271	92.90%	
	KENTUCKY	Primary	51	1.45%	3,322	94.35%	2.47%
06/04/96	ALABAMA	Primary	54	1.53%	3,376	95.88%	
	MONTANA	Primary	16	0.45%	3,392	96.34%	
	NEW JERSEY	Primary	104	2.95%	3,496	99.29%	
	NEW MEXICO	Primary	25	0.71%	3,521	100.00%	5.65%
			<u>3,521</u>				

E X E C U T I V E O F F I C E O F T H E P R E S I D E N T

22-Jun-1995 03:43pm

TO: (See Below)

FROM: Stephen B. Silverman
Office of Cabinet Affairs

SUBJECT: Common Ground Update 3 pm 6/22

JUN 22 1995

Here's an update on where we are with the Conference:

1) As you know, we now have a new focus. July 6 will now be a day devoted largely to two key events (related). On that day the President will make a major address outlining his basic principles relating to citizenship, responsibility and discourse. He will also challenge leaders around the country from media, entertainment, religion, academics, sports, non-profits, corporations to take more responsibility for the actions of their enterprises and to help enhance the notion of citizenship. Several open questions: 1) does he makes these remarks off-campus at a site where individuals are doing good things for the community (ie. a Boys Club) or does he do this speech in the East Room?

2) After the speech, the president would return to the WH and conduct a meeting with 40-60 "doers" from communities around the country. This would show him as leader and not merely listener. We need to decide if this is open press and the format for this session. We need to figure out the kinds of topics this group should discuss. How they found their solutions, obstacles to growth etc.

3) Flo and Linda have prepared a new list of invitees in consultation with others. We need to start inviting today. Any additional names of "doers" should go to Flo/Linda.

4) Our communications working group has been meeting to discuss roll-out leading up to and including July 6. Thought is being given to how to sustain this effort over the long haul. Some think this should be a campaign, others not. In any case, we're trying to put some flesh on the long term effort. The President is intent on this effort being more than just a one shot deal. Because the July 6 event focuses on a)principles, b)the challenge, c)the doers, it will be key to make clear that he will be committed to meeting with the sectors of influence over the next 6-8 months and periodically visiting successful sites/doers.

Billy Webster is supportive, but we need to confirm the commitment at the senior-most levels that the schedule will allow for successful impelementaion of our "sustained effort strategy."

5) Amplification. We also need to give some thought to how other WH offices (intergov., congressional, et al.) can amplify over the next year. The WH offices which can participte in July 6 are very involved. There don't seem to be opportunities for some of the typical amplification offices to participate in the July 6, because of the new nature of the event.

6) Today, we have a 4 pm steering committee meeting in 211. Key decisions, 1) nature of the "campaign" or sustained effort, 2) July 6: what happens, 3) list finalization. Communications group meets tomorrow at 10 am (211); July 6 Format meeting w/Frank Greer (472).

6) I don't yet have the President's comments on the memo we submitted yesterday. Hopefully today before 4 pm meeting.

7) We've made a lot of progress in the last 24 hrs. Monday and Tuesday we had to do a lot of re-grouping and incorporate the new focus. But now, I think we're on track. The President is very committed to this and now we have a very clear sense of what he wants to achieve. Thanks everyone for all your participation, meeting attendance, editing, writing, drafting, phoning, collecting (not parallel -- the beauty of e-mail). By tomorrow, I hope that we have a lot of the big decisions done.

More later. Steve.

Distribution:

TO: Jeremy D. Benami
TO: Erskine Bowles
TO: Janice A. Enright
TO: Kamarck, Elaine C.
TO: Sarah Farnsworth
TO: Mark Gearan
TO: Skila S. Harris
TO: Alexis M. Herman
TO: Michael Levitan
TO: Pamela B. Madaris
TO: Floydetta McAfee
TO: Gaynor R. McCown
TO: Julia Moffett
TO: Stephen R. Neuwirth
TO: George Stephanopoulos
TO: Judith A. Stock
TO: FAX (9-638-4141, Linda Lader)
TO: FAX (9-401-0596, Kevin Sullivan)

TO: FAX (9-401-2098, Leslie Thorton)

THE WHITE HOUSE
Office of the Press Secretary

For Immediate Release

June 22, 1995

PRESIDENT NOMINATES TENA CAMPBELL TO FEDERAL BENCH

The President today nominated **Tena Campbell** to serve on the U.S. District Court for the District of Utah.

Campbell has served since 1981 as an Assistant U.S. Attorney in Salt Lake City, where she has extensive trial and appellate experience in federal criminal matters. An honors graduate of Arizona State University Law School, she previously practiced with the Salt Lake City firms of Johnson, Durham & Moxley and Fabian & Clendenin, and worked for a brief period as a Deputy Salt Lake County Attorney. In addition, Campbell currently serves as a faculty instructor at the Department of Justice Advocacy Institute in Washington, and is a member of the Review Committee for Amendments to Federal Civil and Criminal Rules. Campbell and her husband, Gordon Willis Campbell, reside in Salt Lake City and have one child.

30-30-30

*This is the
Judgeship Donald's
uncle wanted.
Campbell is a
Republican.*

JUN 23 1995

THE WHITE HOUSE

WASHINGTON

July 7, 1994

MEMORANDUM FOR CHRISTINE VARNEY, DEPUTY ASSISTANT TO THE PRESIDENT
& CABINET SECRETARY

FROM: ALEXIS HERMAN, ASSISTANT TO THE PRESIDENT
& DIRECTOR OF PUBLIC LIAISON

SUBJECT: RULES AND REGULATIONS FOR GOVERNMENT ADVERTISING

In response to concerns raised by the minority press, I would like to compile a listing of procedures, rules and regulations from the various Cabinet departments and government agencies regarding government advertising in minority publications.

I eventually plan to ask Keith Boykin in the Media Affairs Office to review this information and send relevant parts of these procedures, rules and regulations to the minority press for their use.

Could you please contact these departments and agencies and ask them to send this information to us.

Thank you.

Saturday

July 16

Per our telecon last evening. These are talking points I prepared for Sandy Berger when I heard that Leon Panetta had raised this issue at the Senior Staff meeting on Thursday. When I was advised late Thursday night that Leon had cleared the package on to John Podesta, I advised Sandy that no call to Panetta was required.

Bob

395-3330

395-3330

NATIONAL SECURITY COUNCIL

14-Jul-1994 21:08 EDT

UNCLASSIFIED

MEMORANDUM FOR: SEE BELOW

FROM: Robert G. Bell
(BELL)

SUBJECT: Port Chicago Issue

For your consideration when you talk to Leon Panetta tomorrow morning about the Port Chicago package (#5576 Redo), I thought it might be useful if I listed the factors pro and con which I believe bear on our decision:

1. The proposed response signed out by Tony and coordinated with Deutch and Dalton is "neutral" and buys time for a final decision. The key sentence notes that Perry "is reviewing" Dalton's January determination.

2. Arguments PRO revising the letter to have the POTUS reverse the WWII mutiny convictions:

a. The fact that only Afro-Americans were assigned to dangerous, menial ammo loading duties in 1944 reflected the racial prejudices of that era.

b. The 258 Afro-Americans who refused to work after the disaster were genuinely fearful for their lives.

c. Previous administrations going back to Roosevelt granted leniency retroactively to the 258.

d. This action is being urged by the California delegation, including its two Senators and an important committee chairman, and would be very well-received within the Afro-American community.

3. Arguments CON having the President go further than the current formulation:

a. Following an extensive review, a special Navy board (2/3 of whom were Afro-Americans) concluded in 1993 that racial prejudice did not play a role in the convictions. The board found that a work stoppage of this significance to the campaign in the Pacific when the war hung in the balance would have been dealt with harshly no matter what the ethnicity of the mutineers.

b. The Board's conclusions were upheld earlier this year by Secretary Dalton and Undersecretary of Defense Dorn

(himself an Afro-American) and so reported to Congress.

c. There is no additional LENIENCY that can be granted (None of the 258 ended up being discharged under less than honorable conditions and all received all veterans benefits commensurate with their service and discharge status.)

d. The President is not being asked to grant a PARDON (indeed the California Delegation's letter explicitly rejects this). Rather, he is being asked to reverse the convictions and EXONERATE the sailors. In other words, he is being asked to find that either: (1) the convictions were a miscarriage of justice due to racism or (2) there ARE circumstances in time of war when well-placed fear justifies mutiny. With regard to the first alternative, we have no supporting JAG or GC legal analysis that reaches this conclusion. With regard to the second alternative, one must consider the precedential implications of such a decision (e.g., if a regiment is ordered to attack an enemy position one day and is wiped out, is the regiment that is ordered to attack that position the next day justified to refuse that order because its soldiers are genuinely fearful for their lives?)

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(HALL)

cc Steve
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DAN GROSHONG / For The Times

Freddie Meeks holds a photo of himself in Navy uniform. President Clinton has been asked to clear ex-sailors' names.

A Question of Honor

By RICHARD C. PADDOCK
TIMES STAFF WRITER

CLYDE, Calif.—The mutineers are all old men now. Until recently, most have said little about their ordeal 50 years ago: the deadly explosion, the bigotry and the time they spent in prison.

But now, these survivors of the tragedy at Port Chicago—the deadliest state-side disaster of World War II—are part of a growing movement to repudiate the racism of the era and clear their names.

"What we were charged with was just phony," Los Angeles resident Freddie Meeks, 74, one of 50 African American sailors convicted of mutiny, said bitterly. "We did not even commit mutiny."

Sunday was the 50th anniversary of the explosion at Port Chicago, the naval munitions base on Suisun Bay near Concord where black sailors in segregated units were assigned to load explosives onto ships around the clock.

The blast killed 320 people—including more than 200 African American seamen—and injured 390. It was so powerful that it destroyed two ships, maimed sailors in their barracks and broke windows in the St. Francis Hotel 35 miles away in San Francisco.

Afterward, 258 surviving African American seamen refused to resume loading munitions, seeking safer working conditions and leave to visit their families as white sailors had received.

Fifty black seamen were convicted of mutiny and sentenced to prison terms of up to 15 years. The rest were court-mar-

Survivors of 1944 Naval Tragedy Say They Were Wronged by Courts-Martial —and Era's Racism

tialed for disobeying orders and sentenced to short terms in the stockade. After the war, under pressure from NAACP attorney Thurgood Marshall, the Navy reduced the sentences.

Now, six Democratic members of Congress from California, contending that the convictions were tainted by prejudice, are calling on President Clinton to clear the names of the convicted men.

"We should put this sorry chapter in racial relations behind us, and allow these remaining men to complete their lives knowing that they have the esteem and regard of their countrymen for their service during World War II," the elected officials said in a letter to the President last month.

Among those signing the letter were Sens. Dianne Feinstein and Barbara Boxer and House Armed Services Committee Chairman Ronald V. Dellums (D-Oakland). House Natural Resources Chairman George Miller (D-Martinez), who is leading the drive to expunge the convictions from the seamen's records, said the 258 men were the victims of bigotry and were unjustly found guilty.

"The court-martials would never have occurred if not for the issue of race," Miller said. "These men have lived with this scar on their record throughout their lives. They have been viewed as having less than honorable service, which they clearly did not."

Sunday, survivors of the disaster, Miller, Navy officials and the National Park Service dedicated a memorial to the dead at Port Chicago, now a part of the Concord Naval Weapons Station.

A new monument lists all of those who died in alphabetical order—black and white side by side as they never were in life. A rusty, bent piece of metal recovered from one ship is mounted nearby, not far from the chunks of concrete and wood pilings that remain from the blast.

During World War II, the Port Chicago Naval Magazine was the biggest munitions depot on the West Coast. Crews of African American seamen, supervised by white officers, served as stevedores loading the explosives on ships bound for the Pacific Theater.

The seamen never received training on how to handle munitions but were under heavy pressure to load the ships as quickly as possible. Munitions ranging from rifle rounds to 2,000-lb. shells were loaded by winch, slid down ramps or rolled on dollies. Some officers bet on which crew would load the fastest, and losing crews were punished with reduced liberty.

On the night of July 17, 1944, there were two explosions five seconds apart at the loading pier. The first was small.

Please see **SAILORS, B4**

Gore Taps
a Nerve on



SAILORS: Survivors Want Names Cleared

Continued from B1

The second demolished two ships and the pier, killing everyone within 1,000 feet of the blast.

Both ships, the Bryan and the 11,000-ton Quinault Victory, were thrown into the air and broken into small pieces. Arms, legs, heads and other body parts were strewn among the rubble. Many of the dead were never found.

With more than 4,800 tons of explosives packed into the Bryan, the blast was more than a third as large as the explosion caused by the atomic bomb dropped on Hiroshima a year later.

The detonation measured 3.4 on the Richter scale and was felt as far away as Nevada. It caused heavy damage in the nearby town of Port Chicago and for miles around, prompting the filing of 10,000 claims by civilians.

No one ever determined what caused the explosion, but some survivors believe the rush to load the ships contributed to the disaster.

With the loading pier destroyed, the surviving seamen were assigned to clear the debris and collect the body parts of their fellow seamen. While white officers and seamen were given leave to visit their families, the African American seamen were shipped to nearby Mare Island Naval Shipyard in Vallejo.

At the time of the explosion, Seaman Percy Robinson was in his bunk. He suffered lacerations on his face and arm and was hospitalized for a week. Less than a month after the explosion, he was among a group of 258 men told they would resume loading munitions.

"I was upset because I wasn't allowed to come home on leave after I got wounded," said Robinson, now 70 and living in Los Angeles. "I was still bandaged at the time I was ordered to go back to work. I knew other sailors on our base who got wounded and they went home. None of the blacks who were wounded were allowed to go home."

Robinson and the other 257 men all refused to load munitions. But after the admiral in charge of the depot warned them they would be shot if they continued to refuse, he was among 208 seamen who agreed

to go back to work.

Instead of loading ships, however, they were sent to the stockade and court-martialed for disobeying orders. Robinson was sentenced to three months in the stockade and served 71 days.

Afterward, he received an honorable discharge and went on to become a senior staff research engineer at Hughes Aircraft, but he could never be rid of the stain on his record. Until recently, he never mentioned it to his wife or children, but every time he applied for a security clearance he had to explain his conviction.

"It's always there," he said, "but you learn to live with it."

Seaman Meeks was on liberty in San Francisco when the blast occurred. He heard on the radio that he was supposed to return to the base, but did not go back immediately. On his return, he was put in the brig and then assigned to guard the bodies.

Weeks later, ordered to go back to work and facing the admiral's threat, Meeks joined 49 others and refused to budge.

"We decided we would not go back and load the ships under those conditions," recalled Meeks, who went on to work for Los Angeles County and is now retired. "They only had the blacks loading and unloading the ammunition. The whites didn't have to touch it. It would scare you to death the way we had to handle it."

At their mutiny trial—the Navy's largest—the prosecutor argued that in time of war, the seamen's concern over unsafe conditions and fear of another explosion were not sufficient grounds for refusing to obey an order.

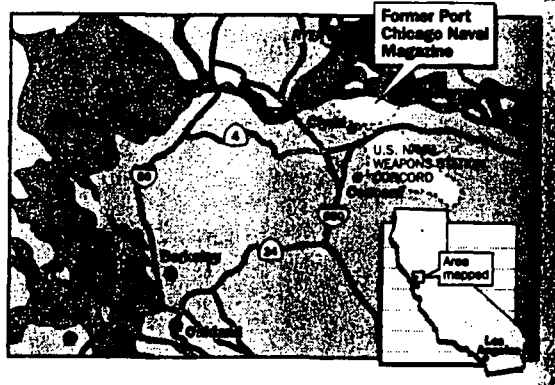
After more than a month of testimony, the Navy judges took 80 minutes to reach their verdict. All 50 were guilty of mutiny. The mutineers were sentenced to hard labor and imprisoned on Terminal Island in San Pedro.

Thurgood Marshall, an NAACP attorney who was later appointed to the U.S. Supreme Court, spent weeks observing the trial and protested that the men were charged "solely because of their race and color."

"I can't understand why when-

Deadly Blast

Fifty years ago, 320 people were killed in an explosion at the Port Chicago munitions depot—the largest single wartime loss of life in the continental United States. Most of those who died were black sailors, who served in segregated units and loaded munitions onto ships. After the blast, 258 black seamen refused to resume work and were court-martialed.



CHRIS VAROSY, Los Angeles Times

ever more than one Negro disobeys an order it is mutiny," Marshall said.

Eleanor Roosevelt joined with Marshall in urging the Navy to be more lenient. In 1946, the Navy reduced the mutineers' sentences and released them after they had served about 16 months in prison.

Nearly all the men were reassigned to other Navy duties and given a chance to redeem themselves. Most of the mutineers received a discharge "under honorable conditions," which gave them some veterans benefits but fell short of the coveted honorable discharge.

The Port Chicago case prompted the Navy to overhaul its procedures for handling ammunition—and to begin ending segregation even before President Harry S. Truman ordered the military's integration in 1948.

Five years ago, a book by Robert Allen titled "The Port Chicago Mutiny" and a subsequent documentary by KRON-TV in San Francisco revived the memory of the mutiny and called into question the treatment the men received.

Under orders from Congress to review the case, the Navy issued a report this year concluding that racial discrimination played a part in the seamen's work assignments and living conditions. But the Navy found that racial prejudice did not affect the courts-martial, conviction

or sentences.

"The [review] panel concluded that there was nothing unfair or unjust in the final outcome of any of the Port Chicago court-martials," the Navy said in a statement.

Now, the effort to expunge the record of the mutineers has the backing of Port Chicago survivors who obeyed orders and went back to work, such as Morris Soublet, then a second-class bosun's mate who supervised loading of the ships.

Most of the men had signed up to fight the enemy and found themselves working as laborers without proper training and in unsafe conditions, he said.

"They weren't afraid of getting on a ship and getting shot at," said Soublet, 73, who lives in Oakland. "They just didn't want to handle ammunition."

As a young seaman at Port Chicago, Robert Routh was blinded in his barracks by flying glass and was discharged from the Navy. Now 69 and a Veterans Administration counselor in Los Angeles with a master's degree in sociology, he believes the court-martialed sailors got a raw deal.

"I'm glad to see the efforts to right this wrong," he said. "But I'm still appalled that the Navy Department will not look at the facts and right the wrongs that were perpetrated against these people."

SENATE

Continued from B1

Since Jan. 1, Huffington's campaign has averaged about \$50,000 per day.

Huffington is about \$1 million short of the national record for the most personal money spent by a candidate for Congress, according to Common Cause, a Washington-based watchdog group for campaign finance. That record was set in 1984 when Democrat John D. Rockefeller IV, scion of his great-grandfather's oil empire, spent about \$10.2 million from his pocket to win a seat in the U.S. Senate.

Huffington "has bragged that he will spend whatever it takes," said Feinstein campaign manager Kam Kuwata. "People didn't think earli-

er this year that he would spend \$20 or \$30 million [by November's election], but when push has come to shove... he has basically spent \$10 million [so far]. And it is generally thought that candidates spend significantly more in the general [election] than they do in the primary.

"I could see him spending, out of his own pocket, more money than the combined total of [both candidates in] the most expensive U.S. Senate race in history," he said.

That would be about \$25.9 million, a record established in 1984 by the race between Sen. Jesse Helms (R-N.C.) and then-Gov. Jim Hunt. Whether Huffington breaks that record by himself or not, most political observers expect that his race against Feinstein will make the record books.

Huffington has committed to

spending a minimum of \$15 million in his campaign, and he has said the amount could exceed \$20 million. Friday, Huffington's campaign declined to comment on the finance reports.

"We think the numbers speak for themselves," said Huffington campaign manager Bob Schuman. "I'm just not going to comment on them."

Huffington, 46, holds the record for the most expensive U.S. House race in history. In 1992, he more than doubled the previous high by spending about \$5.2 million of his own money to unseat veteran GOP Rep. Robert J. Lagomarsino.

In the Senate race, Huffington's money has changed the race from an anticipated sure thing for Democrats into one of the nation's most competitive contests.

At the start of her bid for

reelection, Feinstein was considered to be a formidable candidate with strong poll ratings. Her campaign maintained a low profile throughout the spring with no major primary challenger and the candidate spending most of her time in Washington.

During that period, however, Huffington's lopsided spending was quietly taking its toll.

At the time of the last finance report in late May, Huffington reported that he had spent more than \$6 million, most of it on television commercials, while Feinstein had not yet broadcast any ads.

In late May, when statewide polls revealed that the race had become extremely competitive, political observers in California and Washington expressed shock. Both campaigns have been advertising

F/O
Ben
ERNE Wilson

5pgs
1/26/94 401 3421

DRAFT

F/O Ben
Ernie
Seidman

ACTION

MEMORANDUM FOR THE PRESIDENT

FROM: ANTHONY LAKE
RICKI SEIDMAN

SUBJECT: Schedule of Proposed Heads of State Visits July-December 1994

Purpose

To agree to a schedule of visits by Heads of State and other key foreign leaders for the second half of 1994.

Background

For the remainder of the year we recommend that you receive the following foreign leaders in Washington:

State Visits (to include State Dinners):

President Yeltsin of Russia
President Mandela of South Africa

Official Working Visits:
(meeting/lunch/press availability)

President Meles of Ethiopia
President Ter-Petrosian of Armenia
Prime Minister Bhutto of Pakistan
President Weizman of Israel (lunch only)
President-elect of Mexico
Prime Minister Rabin of Israel
Prime Minister Chretien of Canada

Private Visits:
(Oval office meeting only)

Prime Minister Dehaene of Belgium
NATO SYG Woerner
President Iliescu of Romania
Prime Minister Silva of Portugal
President Ahtisari of Finland
President Zhelev of Bulgaria
President-elect Perez Balladares of Panama (July 20)
President Mugabe of Zimbabwe

cc: Vice President
Chief of Staff

Depending upon how the political situation in Japan develops, you may also wish to meet with Prime Minister Muryama although we can probably wait until January of 1995.

Travel:

In addition to these visits, you will have the opportunity to see other foreign leaders in the course of your September visit to New York for the UN General Assembly, your November trip to Asia for the APEC meeting and your December trip to Miami for the Summit of the Americas.

RECOMMENDATION

That you approve the attached schedule of proposed visits by heads of state for the last six months of this year.

Approve _____ Disapprove _____

Attachment

Tab A Schedule of Proposed Heads of State Visits

SCHEDULE OF PROPOSED HEADS OF STATE VISITS
JULY - DECEMBER 1994

State/Official
(meeting/dinner/
arrival ceremony)

Official Working
(meeting/Lunch/Press)

Private
(Meeting/Photo)

July

TRAVEL TO G-7 (ITALY), GERMANY, POLAND, LATVIA (7/5-12)

^President Meles
of Ethiopia

President-elect
Perez Balladares
of Panama (July 20)

August

*^President Ter-Petrosian
of Armenia (meeting/
reception)

(Congressional Recess/President Vacation second half of month)

September

^Prime Minister Bhutto
of Pakistan

*^President Yeltsin
of Russia

Prime Minister
Dehaene of Belgium

TRAVEL TO UNGA GENERAL ASSEMBLY, NEW YORK (9/25-26)

October

*President Mandela
of South Africa

President-elect of Mexico

President Weizman of Israel
(lunch only)

^NATO SYG Woerner

Prime Minister
Silva of Portugal

^President Ahtisari
of Finland

November

Prime Minister Chretien
of Canada

Prime Minister Rabin
of Israel

President Mugabe of
Zimbabwe

TRAVEL TO APEC SUMMIT IN INDONESIA (11/14)

^President Zhelev
of Bulgaria

December

TRAVEL TO MIAMI FOR SUMMIT OF THE AMERICAS (12/9-11)

President Iliescu
of Romania

Legend:

- * = Already agreed/invited, need date
- ^ = Recommended by the State Department

FOREIGN LEADERS RECOMMENDED FOR FIRST HALF 1994 BUT NOT SEEN

Meeting/Photo Op

President Meles of Ethiopia
President Ter-Petrosyan of Armenia
President Caldera of Venezuela
Amir Al-Sabah of Kuwait
President Mugabe of Zimbabwe

Meeting/Lunch/Press

Prime Minister Goh of Singapore
King Hassan of Morocco

Attached are lists of foreign leaders the President has received to date in 1994 and total foreign leaders he has met since taking office.

Attachments

Presidential Meetings with Foreign Leaders in 1994
Presidential Meetings with Foreign Leaders since 1/93

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THE WHITE HOUSE
WASHINGTON

7/19/1994

Nancy,

Please change the last sentence
on page one to...

In addition, Alexis intends to
coordinate with Ann Stock for
social invitations and inclusion
of OPL briefings where appropriate.

Thanks.

Alexis

Attachment

THE WHITE HOUSE
WASHINGTON

ACTION

PLEASE SIGN
AND RETURN
TO NSC.

MEMORANDUM FOR THE PRESIDENT

FROM: ANTHONY LAKE
ALEXIS HERMAN
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 start targeting individual "flags" for invitations to social events.

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)
-------------------------	--

Assistant Secretary of Defense/SOLIC

RAdm Cathal L. Flynn	(Was a finalist for position, but not selected)
----------------------	--

Deputy Director for Research and Engineering/DoD

RAdm Craig Dorman	(Now serving)
-------------------	---------------

THE WHITE HOUSE

WASHINGTON

July 8, 1994

TO: PAUL TOBACK

FR: Alexis Herman

RE: President Clinton Meeting with
Military Friends and Acquaintances
Memo

I have worked through Mack's memo
with NSC staff. Mack will have a
joint memo from Tony Lake and me
on Friday.

bcc: Pam Barnett (by hand)
for Mrs. HRC

Paul Toback
9 in, so Mack's
NSC of Mack
- 9, ST - Tony
+ - 20

Sittig/Pam

THE WHITE HOUSE
WASHINGTON

June 20, 1994

MEMORANDUM FOR TONY LAKE
ALEXIS HERMAN

FROM: MACK McLARTY

SUBJECT: PRESIDENT CLINTON MEETING WITH MILITARY FRIENDS
AND ACQUAINTANCES

The President has been very adamant about his desire to meet with his various acquaintances and friends in the military. He has expressed disappointment and frustration to me on several occasions that this has not already been done. As you will note from my question to him on the attached, I am not sure exactly what forum would be appropriate.

Tony, I would appreciate your getting a specific instruction from the President and following up with him on this matter. Please keep me apprised.

Mac

Attachment

Handwritten notes and signature:

Mac
Tony
Duke
mt
St. I
meets

A/C/S

10/1)

DESK

TO: Hon. Mac McLarty
Chief of Staff
The White House

FROM: Brooke S. Jaffe *bsj*
Office of Admiral Crowe
TEL: 202/775-3170

DATE: 23 May 1994

Dear Mr. McLarty:

Before he left for London, Admiral Crowe asked that I fax you the attached list. As you will remember, the President asked for the Admiral's recommendations, which he has marked with a star on the attached list.

If I may be of any further assistance, please do not hesitate to call.

Cover sheet + 3 pages.

POTUS - FBI - Pl. let me
know what
you would
like as the
way of follow-
up.

W. J.

cc: Tolly Lane

VAdm Albert J. Herberger USN (Ret.) 1007 Cupleaf Holly Ct. Great Falls, VA 22066	(703) 351-6620-W (703) 450-1558-H	*
BGen Douglas Kinnard USA (Ret.) 106 Culpepper Rd. Richmond, VA 23229	(703) 820-0860 (804) 288-7136	
LtGen William B. Odom USA (Ret.) 3627 Everett St., NW Washington, D.C. 20008	(202) 223-7770-W (202) 363-8742-H	*
BGen Gail Reals USMC (Ret.) 3449A South Stafford St. Arlington, VA 22206	(703) 931-1328-H	*
RAdm H.B. Robertson, Jr. USN (Ret.) 5 Stoneridge Circle Durham, NC 27705	(919) 489-1475	*
BGen William T. Seavell USAF (Ret.) 21 West Ridge Pine Bluff, AK 71603-7149	(501) 536-4819	
MGen James Taylor, Jr. USAF (Ret.) 5570 Farmstead Rd. Pfafftown, NC 27040-9307	(919) 759-5723-W (919) 924-6056-H	
VAdm Richard H. Truly USN (Ret.) 6125 River Chase Circle Atlanta, GA 30328	(404) 894-3400-W (404) 933-0110-H	*
Adm Stansfield Turner USN (Ret.) 1320 Skipwith Rd. McLean, VA 22101	(703) 528-2023 fax: ext. 0942	*
LtGen Vern Weber USA (Ret.) Nat'l Guard Assn. 1 Mass Ave., N.W. Washington, D.C. 20001	(202) 789-0031-W	*

LtGen Calvin A.H.Waller USA (Ret.) 1633 Vickers Dr. Colorado Springs, CO 80918	(719) 598-4386-H
Gen John A. Wickham, Jr. USA (Ret.) 13950 N. Pawnbrooke Dr. Tuscon, AZ 85737	(602) 825-0278
Gen Fred F. Wearner, Jr. USA (Ret.) 4 Arbor Circle Natick, MA 01760	(508) 653-2003-H (617) 353-5633-W fax: x9290

FIRST MEETING

LtGen John W. Woodmansee, Jr. *
 USA (Ret)
 5832 Gallant Fox
 Plano, TX 75093
 (214) 248-9188 fax: x7721

LtGen Mick Trainor *
 USMC (Ret.)
 John F. School
 National Security Program
 Harvard University
 Cambridge, MA 02138
 (617) 495-0954 fax: x8561
 (617) 862-4821 (H)

MGen Perry Smith *
 USAF (Ret.)
 3007 Cedar Hill Lane
 Augusta, GA 30909
 (706) 738-9133 (O & Fax)
 (706) 736-6160 (H)

Col. Richard L. Klass *
 USAF (Ret.)
 2403 Arlington Blvd. #202
 Arlington VA 22201
 (703) 243-5864 (H)
 (703) 351-6620 (W) -6634 (fax)

DATE: 25 NOV 92FLAG CARE AND FEEDING

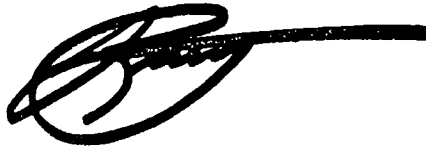
BGen Hugh S. Aitken USMC (Ret.) 8858 Glenridge Ct. Vienna, VA 22182	(703) 734-8582 fax: 356-1799
RAAdm Thomas A. Brooks USA (Ret.) AT&T, Suite 203 1919 S. Eads St. Arlington, VA 22202	(703) 271-7600-W (703) 455-9504-H
MGen Arthur Clark USAF (Ret.) P.O. Box 61 Durham, NC 27702-0061	(919) 687-8321-W (919) 489-2466-H fax: 687-8458
MGen Clay Comfort USMC (Ret.) 4620 Turnberry Dr. Lawrence, KS 66047-0643	(913) 749-0643
RAAdm Craig Dorman USN (Ret.) PO Box 164 Woods Hole, MA 02543	(508) 457-9481-H (508) 457-2000-W x2500 x2505
Gen Mike Dugan USAF (Ret.) 733 3rd Ave. New York, NY 10017-3204	(212) 986-3240-W Fax: -7981 703) 684-8330-H
RAAdm Cathal L. Flynn USN (Ret.) 3616 Voyager Circle San Diego, CA 92130-1848	(619) 793-1898-H (619) 546-6793-W
BGen E. Pat Foote USA (Ret.) 18101 Glover Ct. Accokeek, MD 10607	(301) 283-3050

THE WHITE HOUSE
WASHINGTON

August 2, 1994

MEMORANDUM FOR ALL WHITE HOUSE STAFF
CABINET AND AGENCY PRESS OFFICES
CONSULTANTS TO THE DEMOCRATIC NATIONAL COMMITTEE

FROM: LEON PANETTA
CHIEF OF STAFF



SUBJECT TELEVISION APPEARANCES

As you know, the White House coordinates television appearances on behalf of the Administration. In the future, please be certain to clear all television appearances with Mark Gearan, White House Director of Communications, **before** confirming that appearance with the inquiring media outlet.

Thank you.

cc: Mark Gearan

AUG - 2 1994

Basevoters
10/3/94
gave a copy to Harold Ickes

Background

This memo proposes a strategy for effective motivation, coordination, and mobilization of African-Americans and Hispanics voters in November. To date we have identified 14 states with 36 cities to which the effort will be directed. The effort will either support existing coordinated campaign base plans or provide leadership where required. (See attached analysis of states.) Key to the successful execution of this strategy is the assumption that the DNC will provide a physical "hub" in which to bring all of the necessary resources into a centralized environment. With only six weekends remaining for base voter activities, centralization of the effort is essential.

This memo discusses the management, structure, personnel, resources, decisions and next steps for implementation.

Structure, Personnel, Management

Each component will have a DNC lead team with a White House support team.

The base operations will be housed at the DNC, with six components. The six components are Message, Media and Surrogates, Research, Field, Elected Officials, Principals, White House Events.

The management team will consist of Harold Ickes, Joan Baggett, Marcia Hale, Alexis Herman, Joe Velasquez and Minyon Moore.

Structure

1. Message, Media and Surrogates

The Message, Media and Surrogates component will recruit surrogates inside and outside the Administration and target these surrogates to designated media in targeted cities. (This effort is already underway.)

Both paid and free media activities will specifically target African-Americans and Hispanics oriented media.

This component will develop and refine the message for the base, consistent with the overall message.

2. Research

The Research component will highlight Administration accomplishments on a state-by-state basis (where appropriate targeted cities) from a base perspective and will have a negative research component on Republican opposition.

3. Field

The Field component will oversee a coalition of national organizations who will assist with voter motivation and mobilization. Included in the field, will be a special emphasis on ministers and African-American church outreach.

4. Elected Officials

The Elected Officials component will work in conjunction with Congressional Black Caucus Members and Congressional Hispanic Members as well as Mayors in the targeted cities to insure continuity with on-going efforts for base activities.

5. Principals

The Principals component will monitor and recommend the inclusion of base opinion leaders in "meet and greets" and campaign events already scheduled for principals.

6. White House Events

The White House Events component will create White House events and screen previously scheduled events to insure that invitations are extended to base opinion leaders and supporters from targeted cities.

Suggested Initial Assignments

	DNC	White House
Message	Ed Lazerus	Keith Boykin
Media	Donna Brazile	Suzanna Valdez
Surrogates	Andy Hernandez	Dana Shelly
Research	Vacant	Ann Walker
Field	Greg Moore Fred Humphrey Andy Hernandez Carol Willis	Ben Johnson Suzanna Valdez
Elected Officials	Donna Brazile	Loretta Avant John Hart

White House
Events

Vacant

Flo McAfee

Principals

Reta Lewis

Management

Joe Velasquez would have the responsibilities for the overall day-to-day management of the base voter activities and would act as coordinator and facilitator between the White House and DNC. Minyon Moore would have the day-to-day responsibilities for the operations of the base "hub" at the DNC.

Harold Ickes, Joan Baggett, Marcia Hale and Alexis Herman or principal designee would monitor on a weekly basis the stated output of activities measured against clearly defined criteria, i.e., surrogates in the field, media spots, editorials, scheduling of events, phone bank operations, etc. It is essential that this meeting happen every single week between now and the election.

Resources

Personnel

The "hub" will rely on volunteer recruits for day-to-day operations. But, an allowance of \$3,000 each for the seven "troubled" states is recommended. Additionally, a consultant contact for media assistance is recommended at

Troubled states (7) at \$3,000 each	= \$21,000
Media Consultant	= 10,000
Contingency	= 5,000
	\$36,000

Equipment and Supplies

The "hub" should be able to rely on existing DNC resources. However, the "hub" should operate with a minimum of 15 work stations equipped with phones, multi-fax capacity and computers.

Estimated cost:	
computers, faxes, etc.	= \$15,000

Media

The majority of funds targeted for base activities should be used to buy ads in Black newspapers (this is more PR than media lift) as well as Black and Hispanic radio. The radio buys recommended should be used to supplement the existing resources allocated in the coordinated campaign funds.

Ad buys

25 cities x 2 ads at 600	= \$30,000
radio 25 cities x 2 stations for 20 spots at \$100/ea	= 100,000
(real buys will be supplemented by PSA's on GOTV)	
Contingency	= 20,000
Total media	=\$150,000

Summary

Personnel	= \$36,000
Equipment	= 15,000
Media	= 150,000
	=\$201,000

Fundraising

Fundraising for this project by DNC Staff will target fundraising from base donors for base activities. Fundraising will be coordinated with DNC finance so as to not impede ongoing efforts.

Key Decisions

The key decisions that must be made immediately to implement this plan:

1. Where the designated space at the DNC will be located.
2. Whether to target currently budgeted as well as supplemental media dollars for Black and Hispanic radio.

3. Agree on the budget and fundraising plan for the base activity outlined in this memo.
4. Finalize key personnel assignments.
5. Make decisions about which administrative personnel will be sent out into the field in the final month of the campaign.

Next Steps

1. Identify important existing base events in the targeted cities for the purposes of the surrogate program.
2. Schedule a meeting to review principals' scheduling and make assignments.
3. Review the memo sent out by legal Counsel on what all personnel can and cannot do in terms of elections.
4. Schedule meeting of consultants to review media spots, buys and budget.
5. Have a White House events meeting to review what events are already in place and determine what other events we should schedule prior to Election Day.

2/3 p. 15

7/1/94

Stone
Mike Luy
301 580 0526

MAY 9, 1995

MEMORANDUM FOR ALEXIS HERMAN

FROM: DOUG SOSNIK

SUBJECT: CONSTITUENCIES

Enclosed please find a one pager on some information we are trying to gather for internal use. I thought you would be the best source for this info.

I would appreciate it if you could get the requested info for the following states:

CA
OR
WA
CO
NM
NJ
NY
MN
WI
MI
IL
PA
IA
NH
FL
OH
FL
GA
MO

If you have any questions, please feel free to call.

We are trying to complete this project within two weeks, if possible.

Thank you for your help.

11-01-94

ALEXIS HERMAN

35. Groups Related to Ethnic Voting Blocks
 - a. Ability to deliver votes/free press
 - b. Leadership Structure
36. Other Organized Groups that impact elections
 - a. Women's Groups
 - b. Environmental Groups
 - c. Other groups

2/3 $\frac{5}{15}$

June 21, 1995

MEMORANDUM TO SENIOR STAFF

FROM: DOUG SOSNIK

SUBJECT: UNION HOTEL GUIDE

Enclosed is a copy of the 1995 Union Hotel Guide. I hope you find it useful when you are arranging travel accommodations.

On behalf of the President, I urge you to consider union hotels whenever possible. The Administration's patronage of union hotels demonstrates our continued support of the American labor movement and its accomplishments for American working families.

Distribution List:

Don Baer
Erskine Bowles
Mark Gearan
Pat Griffin
Marcia Hale
Alexis Herman
Kitty Higgins
Harold Ickes
Mike McCurry
Judge Mikva
Bob Nash
George Stephanopoulos
Jodie Torkelson
Billy Webster
Maggie Williams

JM 22

July 10, 1995

To: AMH
Fr: ruby
Re: Vietnam Speech

Suggest you get a feel for the Vietnam speech from various veterans organizations before the President gives his speech. The Vietnam issue is still very sensitive with veterans. If he delivers his speech now, I think the timing should be put off to later.

Between now and the first week in September the following veterans organizations will be having their conventions. We shouldn't give them a forum for the President's speech if the response is negative.

American Legion
DAV
VFW
Paralyzed Vets
American Vets

If the President can hold off delivering his speech until mid-September, all the above conventions will be over. Naturally, there will be some response from the various vets groups but there will be no avenue for them to dwell on the negative aspects.

cc Suzanne

THE WHITE HOUSE
WASHINGTON

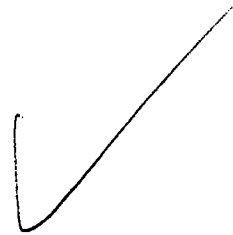
(Amitt)

DATE: *6/26/95*

FROM: PATTI SOLIS
Director of Scheduling
For the First Lady

TO:

- | | |
|--|--|
| ☐ Pam Cicetti | ☐ Evan Ryan |
| ☐ Lisa Caputo | ☐ Capricia Marshall |
| ☐ Kelly Craighead | ☐ Ann Stock |
| ☐ Karen Finney | ☐ Isabelle Tapia |
| ☐ Sara Grote | ☐ Marjorie Tarmey |
| ☐ Julie Hopper | ☐ Kim Tilley |
| ☐ Billy Webster | ☐ Melanne Verveer |
| ☐ Marcia Hale | ☐ Maggie Williams |
| ☐ Neel Lattimore | ☐ Doug Sosnick |
| ☐ Harold Ickes | ☐ Pat Griffen |
| ☐ Andrew Sens | ☐ Liz Bowyer |
| ☐ Mark Gearan | ☐ Stephanie Streett |
| ☐ Ann Walley | ☐ Nancy Heinrich |
| ☐ Kitty Higgins | ☒ <i>Alexis Herman</i> |
| | ☐ _____ |



The attached is for your:

- ☐ Information ☐ Action ☐ Advice

NOTES:

Alexis -
If HEC goes to Beijing,
she cannot do this.
We still don't 'officially'
know.

SCHEDULE PROPOSAL

6/23/95

	<u> </u> ACCEPT	<u> </u> REGRET	<u> </u> PENDING
TO:	Patti Solis Director of Scheduling for the First Lady		
FROM:	Alexis Herman Assistant to the President Director, Office of Public Liaison		
REQUEST:	To give the keynote address at the 9th Annual Hispanic Heritage Awards Gala.		
PURPOSE:	To demonstrate the administration's support and commitment to the Hispanic community.		
BACKGROUND:	The Hispanic Heritage Awards, established in 1987, honors individuals who personify the best in Hispanic culture, tradition and achievement. The nominating committee consists of presidents and executive directors from 29 national Hispanic organizations. The event will be nationally syndicated and broadcast in over 30 television markets. Past honorees include: Secretary Henry Cisneros, Gloria and Emilio Estefan, playwright and Emmy Award winner Luis Santeiro, international boxer Jose Torres and award winning actress Rita Moreno, the only entertainer to win an Oscar, Emmy, Tony and Grammy.		
PREVIOUS PARTICIPATION:	None.		
DATE AND TIME:	September 12, 1995; 7:00 p.m.		
BRIEFING TIME:	15 minutes.		
DURATION:	2 hours.		
LOCATION:	National Building Museum, Washington, D.C.		

PARTICIPANTS:	Astronaut Ellen Ochoa Musician & Composer Israel "Cachao" Lopez Ambassador Minerva Bernadino Author, Educator & Artist Jose Antonio Burciaga
OUTLINE OF EVENTS:	TBD.
REMARKS REQUIRED:	Yes.
MEDIA COVERAGE:	Open press.
VICE PRESIDENT'S ATTENDANCE:	Not required.
RECOMMENDED BY:	Alexis Herman Suzanna Valdez
CONTACT:	Suzanna Valdez x 66659
ORIGIN OF THIS PROPOSAL:	Suzanna Valdez

HISPANIC HERITAGE AWARDS

COMMITTEE
National Commander
GI Forum of the U.S.
G. Lacayo, President-CEO
National Pro Personas Mayores
Blackburn-Moreno, Executive Director
ASPIRA Association, Inc.

Quarione M. Diaz, President
Cuban American National Council, Inc.

Richard José Bela, President
Hispanic Association on
Corporate Responsibility

Penny Harrison, President
Hispanic Designers, Inc.

Loretta Gutierrez Nestor, Executive Director
Hispanic National Bar Association

Alfredo C. Montoya, Executive Director
Labor Council for
Latin American Advancement

Hector Andrés Negrón, President
Latin American Management Association

Belen B. Robles, President
League of United
Latin American Citizens

Antonia Hernandez, President
Mexican American Legal
Defense & Educational Fund

Elisa María Sánchez, President
MANA, A National Latina Organization

Dr. José Ruiz-Escalante, President
National Association for
Bilingual Education

Dr. Graciela Beecher, Chairperson
National Association of
Cuban American Women

Manuel Olivérez, President
National Association of
Hispanic Federal Executives

Dr. Sara Torres, President
National Association of
Hispanic Nurses

Tino Duran, President
National Association of
Hispanic Publications

Arturo Vargas, Executive Director
National Association of Latino
Elected & Appointed Officials

Lydia M. Sosa, National President
National Conference of
Puerto Rican Women, Inc.

Margarita Gurri-Glass, Ph.D., President
National Council of Hispanic Women

Raul Yzaguirre, President -CEO
National Council of La Raza

Dr. Maria Sotomayor, President-CEO
National Hispanic Council on Aging

Ernest Z. Robles, Executive Director
National Hispanic Scholarship Fund

Thomas Gomez, National President
National Image, Inc.

Manuel Mirabal, President-CEO
National Puerto Rican Coalition, Inc.

Hector Velazquez, President
National Puerto Rican Forum

Juan A. Figueroa, President
Puerto Rican Legal Defense
& Education Fund

Ronaldo M. Cruz, Executive Director
Secretariat for Hispanic Affairs
U.S. Catholic Conference

Pedro L. Viera, President
SER - Jobs for Progress National, Inc.

Orlando A. Gutierrez, National President
Society of Hispanic Professional Engineers

José F. Niño, President-CEO
U.S. Hispanic Chamber of Commerce

GALA CHAIRMEN
Richard José Bela
Amalia Victoria Betanzos
Pedro José Greer, Jr.

CORPORATE HOST
Dr Pepper/Seven-Up Corporation

SEPTEMBER 12, 1995
National Building Museum
Washington, D.C.

June 21, 1995

Ms. Suzanna Valdez
Associate Director
Office of the Public Liaison
The White House
121 Old Executive Office Building
Washington, D.C. 20503

Dear Ms. Valdez: *Suzanna*

It is with great pleasure that we invite President Clinton and Mrs. Clinton to join us as we celebrate the 1995 Annual Hispanic Heritage Awards Gala. Established in 1987 and now in its ninth year, the Hispanic Heritage Awards was founded by Hispanic leaders, to honor individuals who personify the best in Hispanic culture, tradition and achievement.

The Awards Gala is a black tie event that "kicks off" the month long celebration of Hispanic Heritage in Washington, D.C. This year's event will be held at the National Building Museum on the evening of September 12, 1995. Awarded luminaries of the past have been: Secretary of HUD the Honorable Henry Cisneros, singer and songwriter Gloria and Emilio Estafan, playwright and Emmy Award winner Luis Santeiro, international boxer Jose Torres, and award winning actress Rita Moreno, the only entertainer to win an Oscar, Emmy, Tony and Grammy.

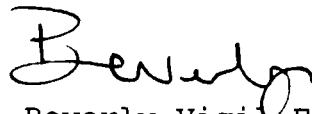
This year, the distinguished nominating committee consisting of presidents and executive directors from 29 national Hispanic organizations, selected the following individuals to receive honors: Astronaut Ellen Ochoa, - Leadership; Legendary Musician and Prolific Composer, Israel "Cachao" Lopez - Performing Arts; International Women's Advocate and Signer of the United Nations Charter, Ambassador Minerva Bernardino - Education; Award-winning Author, Educator and Artist, Jose Antonio Burciaga - Literature. Also, a special tribute to the life and work of Actor Raul Julia will be received by his family.

We are very proud of the fact that, besides the production of a one-hour Spanish language special that will be broadcast nationally, this year's program will also be produced in English and be nationally syndicated and broadcast in over 30 television markets.

Hopefully, you will find the Hispanic Heritage Awards Gala as an appropriate event for the President and Mrs. Clinton to join the Hispanic American Community as we celebrate Hispanic Heritage Month. This event will be an excellent opportunity for the Clinton White House to express its esteem for our community.

This package includes historical information regarding the Hispanic Heritage Awards. We will be in touch with your office within the next few days regarding this request. Meanwhile, if you have any questions, please call me at 202-835-0324.

Sincerely,



Beverly Vigil Ellerman

Enclosures

July 18, 1995

MEMORANDUM FOR STEVE SILVERMAN

FROM: KITTY HIGGINS

Who at Labor submitted? I don't think this is a good idea. We want this issue to go away.
Check with Alexis.

Schedule Proposal

July 11, 1995

Accept _____ Regret _____ Pending _____

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

FROM: Kitty Higgins

REQUEST: To have the President mark the celebration of the
30th Anniversary of the Office of Federal Contract
Compliance by presenting the Exemplary Voluntary
Efforts (EVE) awards.

DATE: September 14th

TIME: 1 p.m.

MESSAGE: The President's participation demonstrates that
affirmative action, as exercised by the OFCCP, is
good for business -- that profitable and well-
known companies choose to uphold and maintain
affirmative action and non-discrimination
policies. A White House event would signal the
Administration's commitment to equal employment
opportunity by highlighting successful good
corporate citizens. It would also be an
opportunity to address employers and women's and
civil rights leaders simultaneously about the
success of federal equal employment policies.

BACKGROUND: The Office of Federal Contract Compliance Program
with the Department of Labor, enforces Executive
Order 11246, which requires businesses with
contracts to provide goods and services to the
federal government to agree that they will not
discriminate on the basis of race, color,
religion, sex or national origin. In addition,
contractors must also take positive steps --
"affirmative action" -- to ensure that all
applicants and employees are treated without
regard to their race, color, religion, sex or
national origin.

The EVE award recognizes federal contractors who have adopted effective programs that increase job opportunities. In conjunction with the EVE awards, the Secretary of Labor gives the Opportunity 2000 award to a contractor with an equal employment and affirmative action program that is a national model worthy of being emulated by other business firms throughout American industry. There are also Exemplary Public Interest Contribution (EPIC) awards to organizations that have developed effective programs that increase job opportunities. There are likely to be 5 EVE awards and 3 EPIC awards.

DURATION: 15 minutes for Eve Awards presentation; 20 minutes to visit business and civil rights leaders and award-winning companies.

LOCATION: The Rose Garden.

PARTICIPANTS: The Office of Federal Contract Compliance Programs will deliver a list of contractors who have received Eve awards since 1993 and civil rights leaders including representatives from the Black, Latin, Women, Veterans and disabled communities. The White House can select from this list and/or its own list of companies and community leaders.

OUTLINE OF EVENT: The President would make remarks about the OFCCP's partnership with business and would present the Opportunity 2000 award and the EVE award to the federal contractors who have made significant achievements in affirmative action and equal employment opportunity programs. Once the speaking program is completed, the President and the First Lady would greet the audience of business and community leaders.

REMARKS
REQUIRED: Talking Points.

1st LADY'S
ATTENDANCE: Yes.

VP'S

ATTENDANCE:

Not necessary but welcome.

RECOMMENDED BY:

Secretary of Labor Robert Reich

CONTACT:

Bernard Anderson, Assistant Secretary of
Employment Standards Administration (ESA) 219-6191,
or Liz Rose, ESA Public Affairs, 219-8743

PREVIOUS

PARTICIPATION:

President Lyndon Johnson signed the Executive
Order creating the OFCCP. President Richard Nixon
added goals and timetables, strengthening the
OFCCP. For the past eight years, the Secretary of
Labor has bestowed these awards.

MEDIA:

Event should be open to the media, ideally to
include the White House Press Corps. Reporters
who cover civil rights and women's rights issues.

cc: Erskine Bowles
Carol Rasco
Mark Gearan
Don Baer
Maggie Williams
Alexis Herman
Christopher Edley

11:30
Record
4 pm
Council of appraisers
Name tags
Packets
under cover

EXECUTIVE OFFICE OF THE PRESIDENT

12-Jun-1995 10:58am

TO: Deborah L. Fine
FROM: Marsha Scott
Office of Political Affairs
SUBJECT: Meeting

That was a good beginning. To follow up:

Ask Alexis if she has strong feelings about the following three people who are being considered Chair for the AIDS Council:

1. Dr. Scott Hitt - California (he was sitting between Melinda Paras and David Clarenbach. He is my choice.
 2. Sandy Thurman - Georgia - AIDS Atlanta- Carter Library
 3. Nicholas Bauman - California - Patsy Fleming's choice.
- I've never heard of him in California.

Who will make the announcement on Thursday - McCurry or the President?

The Chair should be announced then as well as the first meeting time.

Let me know ASAP so Peg Clark in Personnel can brief Bob Nash.
Thanks

Call from
Peggy Clark
asked Amst
what she
thought of Hitt.
"Great" said
Amst. Passed
info to Peggy.

Amst. Reginald

Betsy M
Barbara W
Debbie

Don't
SBA-Women

FAX COVER SHEET

DEPARTMENT OF COMMERCE
OFFICE OF EXECUTIVE ASSISTANCE MANAGEMENT
FAX NUMBER 202/482-3270

DATE: June 15, 1995

The following FAX is from:

* Sonya Stewart	Sandy Kazimer
Debbie Brown	Victoria Kruk
Cheryl Petro	Carin Otero
John Phelan	Cassandra Poole
Jennie Brooks	Dan Rooney
Brenda Dolan	Paul Taggart
Elizabeth Dorfman	Bob Van Eimeren
Lisa Duckett	
Diane Haeger	
Carol Hayashida	

TELEPHONE NUMBER: 202-482-4299

SENDING TO: * SEE DISTRIBUTION *

TELEPHONE NUMBER: _____

There will be 5 page(s) following this cover sheet.

Please call _____ after receiving at

_____.

DATA ON WOMEN'S BUSINESS ENTERPRISES AVAILABLE FROM
FEDERAL AGENCIES OTHER THAN THE BUREAU OF THE CENSUS

Small Business Administration (SBA)

SBA is a major source of research information on women's business enterprise, but it relies primarily on data from the Census Bureau, the Internal Revenue Service (IRS), and the Bureau of Labor Statistics (BLS) to develop its reports and studies. These include the following:

- As part of the SBA's annual report to Congress, The State of Small Business, the SBA's Office of Advocacy contributes a brief narrative, including available statistical data, on the Characteristics of Small Business Owners, including firms owned by women and minorities. This narrative is based on information from Characteristics of Business Owners, which is funded in part by SBA. See page 2 for additional information.
- The Office of Advocacy also contracts with the IRS to provide tabulations on nonfarm sole proprietorships by gender of owner and geographic area (i.e., SBA region) and industry group. These tabulations, which are in the form of four charts, are updated annually. Since they date back to 1977, they can be used to provide trend information on the most numerous legal grouping of small businesses.
- Based on data available from the decennial population censuses and the economic censuses conducted in years ending in 2 and 7, along with IRS and other data, the Office of Advocacy develops analyses and reports related to its area of responsibility. In February 1995, it issued a report on Business Ownership as an Employment Opportunity for Women. This report was based on information from the 1990 Population Census.
- The SBA Procurement Automated Source System (PASS) is a nationwide database of small businesses that are interested in competing for Federal contracts. It is, in effect, a self-selecting bidders list that includes identifiable women- and minority-owned businesses. Many of the businesses on the database never win Federal contracts. In 1981, the SBA published a three-volume report on a study that sought to determine what distinguished women-owned businesses on the PASS that won contracts from other women-owned businesses.

Minority Business Development Agency (MBDA)

MBDA does not develop original survey data on women's business enterprises. In cooperation with SBA and the Bureau of the Census, it funds the publication of Characteristics of Business Owners. This survey provides data about the characteristics of minority- and women-owned businesses and their owners as well as a comparable nonminority, male-owned business universe. The data are collected as part of the economic censuses to expand and augment other economic censuses reports. Characteristics of Business Owners presents data on the characteristics of owners and businesses owned by Hispanics, Blacks, other minorities, women, and nonminority males by industry division, size of firm, and legal form of organization.

Internal Revenue Service (IRS)

IRS does not have data on women business enterprises other than the sole proprietorship data described above that it provides to SBA under contract.

Department of Labor (DOL)

Bureau of Labor Statistics

BLS does not collect data directly relevant to women's business enterprises, but it does maintain statistical information on women in the workplace. It contracts with the Bureau of the Census to conduct monthly Current Population Surveys (CPS) at the household level. The primary purpose of the CPS is to track employment and unemployment statistics, and it is the basis for the unemployment rates which are widely reported in the media each month. These surveys contain data on self-employed, unincorporated individuals by gender and ethnicity. They do not contain earnings information for self-employed persons who respond that their businesses are incorporated. The tabulations based on the CPS are published in Employment and Earnings, the monthly BLS statistical report.

Women's Bureau

The Women's Bureau does not generate any statistical data on women's business enterprises. In the past, it has occasionally utilized Bureau of the Census data to develop reports relating to its responsibility for formulating standards and policies that promote the welfare of wage earning women, improve their working conditions, increase their efficiency, and advance their opportunities for profitable employment. There are no current reports relevant to women's business enterprises.

Non-Federal Sources of Information

The primary source of non-Federal data and information on women owned businesses is the National Foundation for Women Business Owners (NFWBO). It provides for sale a series of research monographs and reports that include original research on selected subjects.

Its most useful publication is A Compendium of National Statistics on Women-Owned Businesses in the U.S., dated September 1994. Prepared under contract for the National Women's Business Council, this 114 page report brings together in one document all the publicly available statistical information on women-owned businesses. The report contains 38 statistical tables, 18 charts, and an annotated bibliography. The narrative provides a clear explanation of the data that is available and identifies the lack of consistency in the data and information available from the Federal agencies identified above.

The substantive value of the compendium is limited by the unavailability of Census economic data after 1987, which highlights the critical value of the Census surveys. The 1992 economic census will not be available until January 1996.

Other sources of non-Federal data include private sector surveys, anecdotal reports, and other information that is often reported in the management journals. Since these surveys involve relatively few respondents and the data may not be statistically reliable, the reports are of limited value.

DISTRIBUTION:

Tom O'Donnell, NEC
Eileen Mauskopf, NEC
Dorothy Robyn, NEC
Janine Stanzione, SBA
Tony DeLuca, USAF
Margie Sullivan, DOD
Dora Thomas, DOD
Edie Haight, DOC
Alexandra Milonas, HHS
Cornelia Moore, DOL
Mimi Castaldi, DOL
Mirinda Jackson, GSA
Frankie Greenberg, DOT
Luz Hopewell, DOT
Mark Bradbury, DOT
Fe Morales Marks, Treasury
Barbara Lowrey, Federal Reserve Board
Ruby Moy, White House
Ann Eder, White House
All Webb, USDA
Diane Butler, DOI
Debra Sonderman, DOI
Mary Roos, DOJ
Mary Terrell, RTC
Joseph Moore, RTC
Linda Taylor, State
Ambrose Phillips, USIA
Gail Dobart, DOC

May 30, 1995

MEMORANDUM FOR ALEXIS HERMAN ✓
STEVE HILTON
DANNY WEXLER

FROM: MARILYN DIGIACOBBE 
SUBJECT: ETHNIC EVENTS CALENDAR

I have begun compiling a calendar of ethnic community events in key areas as requested. Attached is a first draft. I still have more work to do, but wanted you to know it was in progress. I will provide a more complete calendar of events from June-December by the end of this week.

MAY 31 1995

DRAFT

<u>DATE</u>	<u>EVENT</u>	<u>LOCATION</u>	<u>STATE</u>	<u>ETHNIC GROUP</u>	<u>CONTACT</u>	<u>ACTION</u>
06/03	Joint Civic Committee of Italian Americans 45th Annual Dinner	Chicago Hilton, Chicago	IL	Italian	JCCIA, (312) 828-0010	
6/4-6/6	Portuguese American Leadership Council Annual Meeting	Washington	DC	Portuguese	Fatima Luis, (202) 456-6218	
6/8-6/11	*Order Sons of Italy, Grand Lodge of New York, Annual Convention	Concord Hotel, Lake Kiamesha	NY	Italian	Philip Piccigallo, (202) 547-2900	
06/09	Polish Institute of Arts and Sciences of America 53rd Annual Meeting	Fordham University- Lincoln Center Campus	NY	Polish	Dr. Thaddeus Gromada	
06/09	Armenian National Committee Independence Day Celebration	Pasadena Ritz Carleton	CA	Armenian	Aram Hamparian, (202) 775-1918	
6/9-6/12	Hungarian Human Rights Foundation -6th Annual Human Right Workshop	Shepard College, Sephardstown	WV	Hungarian	Andy Ludanyi	
06/09	*Order Sons of Italy, Grand Lodge of Michigan, Annual Convention	Kalamazoo	MI	Italian	Philip Piccigallo, (202) 547-2900	
6/16-6/18	Arab Community Center -East Dearborn Arab American Festival	Warren Avenue, Chicago	IL	Arab	Ismael Ahmed/ACC	
06/19	Order Sons of Italy, Grand Lodge of Pennsylvania, Biennial Convention	White Haven	PA	Italian	Philip Piccigallo, (202) 547-2900	
06/22	Celebration of 90th Anniversary of OSIA	New York	NY	Italian	Philip Piccigallo, (202) 547-2900	
06/23	Order Sons of Italy, Grand Lodge of Virginia	Falls Church	VA	Italian	Philip Piccigallo, (202) 547-2900	

06/23	Polish Museum of America Summer Ball	Starlight Inn, Schiller Park	IL	Polish	Arlene Prugar
6/23-6/25	*Order Sons of Italy, Grand Lodge of Massachusetts, Annual Convention	Lake Kiamesha	NY	Italian	Philip Piccigallo, (202) 547-2900
06/25	25th Annual Irish Festival	Garden State Art NJ Center, Holmdel		Irish	Kathleen Hyland, (201) 538-4479
7/1-7/2	Arab-American Organizations -Ramallah Convention	Chicago	IL	Arab	Margot, (202) 842-1840
7/1-7/4	*Order Sons of Italy, Grand Lodge of the Golden West, Annual Convention	Sacramento	CA	Italian	Philip Piccigallo, (202) 547-2900
8/15-8/19	*Order Sons of Italy 44th Biennial National Convention	Denver	CO	Italian	Philip Piccigallo, (202) 547-2900
9/	Italian American Democratic Leadership Council 3rd Annual Dinner	Washington	DC	Italian	Colleen Barry, (202) 296-8016
9/1-9/4	Macedonian Patriotic Organization 74th Annual Convention/Grand Banquet	Washington	DC	Macedonian	Virginia Surso (219) 422-1348
09/21	Italo American National Union 100th Anniversary Banquet	Elmcrest Banquets, Elmwood Park	IL	Italian	Josephine Petitti, (708) 343-9885
9/21-9/23	National Fraternal Congress of America 1995 Annual Meeting	Washington Hilton and Towers	DC	Croatian	John Miklos, (708) 355-6633

10/09	Columbus Day Parade	Dearborn		Italian	Marie, (312) 828-0010
10/15 ten.	Celebration of Nations Parade	New York	NY	multi-ethnic	William Fugazy, (212)755-1492
10/20-10/22	Arab American University Graduates Convention	Shoreham Hotel,	DC	Arab	Peter Lems, (202) 337-7717
10/21	National Italian American Foundation 20th Anniversary Gala Dinner	Washington	DC	Italian	John Salamone, (202) 387-0600
10/22-10/24 ten.	Dedication of the National Czech & Slovak Museum & Library	Cedar Rapids	IA	Czech/Slovak	Ann Bergren, (319) 362-8500
12/02	Joint Civic Committee of Italian Americans, Womens Division, Italian Heritage Ball	Chicago Hilton & Towers, Chicago	IL	Italian	Marie, (312) 828-0010
05/08/96	Joint Civic Committee of Italian Americans, Humanitarian of the Year Award				Marie, (312) 828-0010

THE WHITE HOUSE
WASHINGTON

DECEMBER 14, 1994

MEMORANDUM FOR DISTRIBUTION

FROM: MARK GEARAN *MG*
RE: ROLL OUT STRATEGY AND ASSIGNMENTS

As a follow up to this afternoon's meeting, I have organized each day with the agreed upon strategy and administration official responsible for executing it. Please contact me with any ideas or revisions.

THURSDAY

- **Leon Panetta**
Contact: Barry Toiv

--Possible Calls to Editorial Board Editors
NYT, LAT, WP
--Possible Briefings
network correspondents
major White House reporters
- **Photo Release of POTUS**
Contact: Josh King
- **Charts Made Available for Evening News and Wires**
Contact: Josh King
- **Excerpts Release**
Contact: Mark Gearan/ Ginny Terzano
- **Embargoed Briefing with Wires and Radios**
Contact: Gene Sperling/ Ginny Terzano/ Dawn Alexander
- **Conference Call with Consultants**
Contact: Mark Gearan
- **Radio Talk Shows Guests After Address**
Contact: Lorrie Mchugh

- **Evening Talk Shows**
Contact: Vicki Rivas-Vazquez
Larry King Live
Nightline
Charlie Rose
- **Conference Call to Anchors by Lloyd Bentsen**
Contact: Ginny Terzano
- **General Q & A**
Contact: Gene Sperling
- **Cabinet Agency Outreach**
Contact: Steve Silverman

FRIDAY

- **All Day Talk Radio**
Contact: Richard Strauss
- **AM Shows with Lloyd Bentsen, Leon Panetta**
Contact: Vicki Rivas Vazquez
- **ED Boards with Secretary Bentsen**
Contact: Dawn Alexander
- **Columnist and Talking Heads Backgrounder with Sec Bentsen**
Contact: Ginny Terzano
- **Weeklies Backgrounder by Leon Panetta**
Contact: Barry Toiv
- **Business Magazines Backgrounder by Alice Rivlin**
Contact: Larry Haas
- **Calls to Weekend Show Reporters**
Contact: Vicki Rivas Vazquez
- **Press Room Briefing/ Pre Brief with Bentsen**
Contact: Ginny Terzano/ Jeremy Gaines
- **Release Of Documents on Tax Cuts and Outline of Cuts**
Contact: Larry Haas
- **Guests for News Shows**
Contact: Vicki Rivas Vazquez
McNeil-Lehrer
Inside Politics
Nightline

SATURDAY

- **Radio Address**
- **Organize "Prep" Sessions for Sunday Show Guests**
Contact: Mark Gearan
- **Administration Guest on Capitol Gang-- Laura Tyson**
Contact: Vicki Rivas Vazquez

SUNDAY

- **Sunday Shows**

AGENDA FOR BRIEFING:

Alexis Herman	Purpose of Meeting
George Stephanopoulos	Purpose of Tonight's Speech
Gene Sperling	Overview of President's Comments (Tax Cut and How we are going to pay for it)
Chris Edley OMB Associate Director General Government (HUD, Transp., etc)	Overview of how tonight's proposal affects the programs in his areas - specifically from an outreach perspective.
Nancy-Ann Min OMB Associate Director Health/Personnel	Overview of how tonight's proposal affects the programs in her areas - specifically from an outreach perspective.
T.J. Glauthier OMB Associate Director Natural Resources, Energy	Overview of how tonight's proposal affects the programs in his areas.

****NOTE:** I have asked each OMB PAD to concentrate on what changes are we proposing that interest groups and key constituencies would be interested in - both pro and con. I have also asked them to comment on any key regions or communities that might be especially affected.

OPL staff (3)
Alexis Herman
Marilyn Yager
Mike Lux

Cabinet Affairs (4 people)
Steve Silverman - 62572

Congressional (10 people)
Barbara Chow - 66493

Intergovernmental (1 person)
John Hart - 62896

Political (2 people)
Joan Baggett - 61125

OMB (4 people)
Jack Lew - 54790
Chris Edley - 53120
Nancy-Ann Min - 55178
T.J. Glauthier - 54561

Office of Vice President (1 person)
Elaine Kamarck - 62816

First Lady's Office (1 person)
Melanne Verveer - 66266

Domestic Policy (3 people)
Jeremy Ben-Ami - 65584
Chris Jennings - 65585
Jennifer Klein - 62599

Chief of Staff (2 people)
Erskine Bowles - 66797
John Angell - 66797
George Stephanopoulos - 67105

National Economic Council (1 person)
Gene Sperling - 62174

9:00am Pre-brief with Alexis
 West Wing Office

12:40pm White House Staff Briefing
 to 2:00pm Room 180

4:30 pm Followup and Roll-out discussion with Alexis
 West Wing Office (Steve Silverman as well)

2/3
RHS

THE WHITE HOUSE
WASHINGTON

September 14, 1994

MEMORANDUM FOR ALEXIS HERMAN

FROM: Ann Stock
SUBJECT: Gospo Centric

Thanks for your memo. A gospel evening at the White House sounds like a good idea, if we have the right forum. We'll keep it on file.

Ann Stock
1/13
