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Amy Zisook-1993 Memorandums [1]

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THE WHITE HOUSE

WASHINGTON

April 19, 1993

MEMORANDUM FOR ALEXIS HERMAN

FAXED TO | AZ + SH 4/19/93

FROM: SYLVIA MATHEWS

SUBJECT: **SBA Section 7(a) Loan Program Funding**

The jobs package includes $2.5 billion in loan guarantees for the SBA Section 7(a) Program. Section 7(a) provides loan guarantees to small businesses. **Unless the stimulus passes, SBA will have to shut down this program, its main lending program, by the end of April. The jobs package will provide an additional $2.5 billion in loan guarantees which will help an estimated 10,000 businesses.**

The jobs package will bring the total FY 93 funding of the SBA Section 7(a) Program to $6.1 billion and the total number of businesses assisted to an estimated 25,000 (the previously budgeted funding, $3.6 billion in loan guarantees, will run out at the end of this month).

cc: Gene Sperling
George Stephanopoulos
Dee Dee Myers
Doug Criscitello

UPDATE

APR 19 1993

The President's Strategy for Growth

Congress has adopted President Clinton's plan for increasing investment, creating jobs, and reducing the deficit. While this plan will ensure that the United States enjoys economic growth and its workers experience rising incomes in the long-term, we still need to increase economic growth and the creation of jobs in the short-term.

The Economic Case for Change

According to the Department of Labor's latest job figures, unemployment stayed above 7% for the 16th month in a row and the total number of jobs dropped by 22,000. At the same time, there are still 16 million Americans who want full-time work and can't find it. This anemic and fragile recovery is not producing jobs, and we need to take action now to put people back to work. The President's plan will produce **over 500,000** full and part-year jobs. Here are some highlights:

- **Highways ($3 billion)**

To build a twenty-first century, America must start investing in our own infrastructure. Just as interstate highway construction in the 1950s ushered in two decades of unparalleled growth, investment in our highways creates large predictable markets, stimulates private industry, and puts Americans back to work.

- **Communities ($2.5 billion for community development grants)**

Our nation cannot move forward until our cities and rural communities become centers of expanding opportunity and engines of economic growth. We need to rebuild America's roads and bridges. We must require that companies that bid on community development projects set up their operations in low-income neighborhoods and underserved regions and employ local residents. America's communities should be places where hardworking families can put down roots and find good jobs; let's make it so.

- **Youth Employment ($1 billion)**

We need to provide educational enrichment for kids in the inner-city and rural communities. For many of these young people, this will be their first experience in the world of work. A first job can teach self-discipline, responsibility and steady work habits that businesses will want to see in their future employees.

• Head Start ($500 million for summer programs)

Children who participate in Head Start do better in school and become more productive as adults. By giving them the caring, stimulating environment they need, Head Start programs enable at-risk children to become problem-solvers instead of problems. With this initiative, one of our country's most cost-effective programs will become far more widely available and help change countless lives.

• Women, Infants, and Children ($75 million)

Children are our future. If our nation is going to prosper, our children will have to grow up healthy, not hungry. This special supplemental food program for women, infants and children, helps make sure they do.

• Energy Conservation ($100 million) and Wastewater Clean-up ($845 million)

Environmental protection is fundamental to America's national security. We need an agressive national strategy to cut pollution and clean up the waste that has already harmed our environment. We need to take effective measures to preserve our resources; and we can start by building sewage and wastewater treatment plants to clean our water supply.

• ALSO Inside the Stimulus Package

Airports ($250 million for improvements)

Mass Transportation ($270 million for local transit authorities, primarily allocated to repairs and improvements)

Student Loans ($2 billion to cover shortfalls in student aid programs)

Inner-City Schools ($735 million for Chapter 1 summer and fall programs)

Immunization ($300 million)

Veterans Hospital ($250,000)

- White House Office of Public Liaison -

Military Cemeteries ($33 million for improvements)

Meat Inspection ($4 million to hire new inspectors)

Information ($64 million to develop new information networks and improve existing ones)

Methane Gas ($6 million to recycle methane gas)

President Clinton is Fighting for a New Economy

The Clinton budget passed by Congress fundamentally reorders the nation's economic priorities by increasing investments, reducing the deficit, and moving the economy into the future. His jobs plan is an essential element of that plan -- to create jobs, boost consumer confidence, and get the economy moving again. He will not rest until the American economy starts working again for the American people. He will urge the Republican Senators to do the same.

THE WHITE HOUSE

WASHINGTON

October 26, 1993

1993 memos

OCT 27 1993

MEMORANDUM FOR ALEXIS HERMAN

FROM: HOWARD PASTER HP

SUBJECT: WHITE HOUSE CONFERENCE ON SMALL BUSINESS

It is my understanding that the next White House Conference on Small Business will be held in 1995. Attached is a letter we received from Rep. Jim Moran (D-VA) with the name of his nomination for a delegate for the Conference.

Thank you very much for your attention.

Amy Zisook's

sent 11/26/93

cc AH

Attachment

HOUSE OF REPRESENTATIVES
WASHINGTON, D.C. 20515

JAMES P. MORAN
8TH DISTRICT OF VIRGINIA

October 15, 1993

The Honorable William J. Clinton
President of the United States
The White House
Washington, D.C. 20500

Dear Mr. President:

I would like to take this opportunity to appoint Kathleen Diamond as a delegate to the 1995 White House Conference On Small Business from Northern Virginia.

Kathleen is a businesswoman who has been very successful. In 1979 she envisioned and founded Language Learning Enterprises, a full service company with a mission to provide excellence in foreign languages, be it in instruction, translation or interpretation.

During the middle 1980's, when LLE was up and running, staffed and profitable, Kathleen started a second business. In partnership with others, she created, established and sold D & M Spirits, a wine importing company. The Washington Post, July 16, 1984, called her "the quintessential entrepenurial mother."

By serving on The White House Conference, Kathleen wishes to help increase public understanding of the essential contribution of small business, to assist small business in carrying out its role as the nation's job creator and to help develop specific and comprehensive recommendations for executive and legislative action.

Thank you for your consideration.

Sincerely,

Jim Moran

James P. Moran

THE WHITE HOUSE

WASHINGTON

October 25, 1993

Dear Representative Moran:

Thank you very much for your letter to President Clinton concerning the 1995 White House Conference on Small Business.

I have forwarded the information on your delegate to the Office of Public Liaison, which is coordinating this information until the White House Conference Commission is established.

If I can be of further assistance, please do not hesitate to contact me.

With best wishes,

Sincerely,

Howard G. Paster
Assistant to the President
for Legislative Affairs

The Honorable James P. Moran
House of Representatives
Washington, D.C. 20515

THE WHITE HOUSE

WASHINGTON

July 10, 1993

MEMORANDUM FOR ALEXIS HERMAN

FROM: AMY ZISOOK AZ

SUBJECT: MEETING WITH MARK MIDDLETON

Mark asked Caren and me to meet with him on Thursday to help him determine what he, as Mack's Business Liaison, can do to be most helpful.

His initial focus was on the participants in the Little Rock Economic Conference. Mack made many commitments to both individuals and the group and he wants to make sure they're followed-up on. He wants to start with a letter from Mack to all the participants, which Mark is drafting.

Mack recognizes the need for better coordination between all of the departments who work with business, primarily within the White House, but also Treasury. Mark asked if we had any suggestions on how to best coordinate. I told him that I would consult with you , but it seemed to me that like the Political meetings, we could hold a weekly meeting between OPL, NEC, OMB, CEA, and Chief-of-Staff's office to coordinate the various business activities, and communicate on pressing issues. This would alleviate some of the problems we had with the policy departments not responding to issues we were raising such as Sub-S, Deferrals... We may find that we want to add Treasury and others, but I think the White House should get our thinking in line before we start meeting with outside Departments with differing agendas. This meeting may be something that the principals(Mack, you, Rubin et al) participate in occasionally, but would most often be done by the appropriate staff member.

Caren told him that we have discussed sending a letter to all of the Fortune 500 CEOs from the President. She is drafting the letter. We should get it out the week prior to the vote on the Conference Report on Reconciliation.

I also told him that we were assembling an "advisory group" from the CEOs who have already met with the President and that we would like to have them in 7-10 days prior to the vote so that we can put them to work in a strategic way. I said that we would ned the full participation of Mack and all of the senior economic advisors, Secretaries, et al, to participate in a substantive and strong discussion of the plan. I said we had not determined if the President need to come, although I though we would need him for at least a few minutes. We need to extend these invitations ASAP.

Most of all, Mark was amazed at how much we can do with such a small staff. We discussed the possibility of getting White House Fellows and more experienced interns, which inspired Steve to go see Mark. Steve also showed(but did not leave) Mark our strategy memo so that he could report back that we have a plan, we're moving forward, and everyone needs to coordinate their activities with us.

Please let me know what you think about this. I think hat this could be very productive, but I obviously won't take any action until you let me know how you want to handle this.

cc: Steve Hilton

October 4, 1993

MEMORANDUM FOR KATIE McGINTY

OCT - 7

FROM: AMY ZISOOK

SUBJECT: ENCLOSED MEMO RE: SALOMON BROTHERS FOREST PRODUCTS SEMINAR

Salomon Brothers has been extremely supportive of the President's Policy Initiatives.

I think it would be beneficial if you or another Senior person could participate in this conference.

Please let me let know if you're available. Thanks.

cc: Alexis Herman w/encl.
Steve Hilton w/encl.
Danny Wexler w/encl.

To: Amy Zisook
From: Michael P. Andrews
Re: Speaker for Forest Products, Paper Industry CEO's

Salomon Brothers is hosting a Forest Products Seminar October 14th through 17th at the Ritz-Carlton, Laguna Nigel Resort, Dana Point, California. The speaker we are seeking would deliver the keynote speech on either Friday, October 15th or Saturday the 16th. We would be pleased to move the speech in order to accommodate the schedule of an Administration speaker.

The Conference will have over 200 people attending with the CEO's from all of the major Forest Products and Paper Companies who are vitally interested in the Clinton Administration's proposed Forest and Timber Policy.

The conference would provide the Administration an opportunity to explain future plans affecting the Forest Products industry as well as to make a strong pitch for NAFTA.

If Kathleen McGinty, Director of the Office for Economic Policy could speak, I am certain she would be very well received. Should her schedule be booked, we would appreciate your ideas for an alternative speaker.

Dorothy Robyn
* 2801

Amy #

Pending / no action until after Recon
Amy
JUL 13 1993

Amy
See me
urgent
this weekend

cc AMH

FROM

Amy
w/ material

THOMAS J. DENNIS

July 2, 1993

TO: Alexis Herman

Attached are two copies of a document which is a result of the discussion John Bryson had with the President last week.

Tom

Enclosure (2)

Southern California Edison Company
1001 Pennsylvania Avenue, N.W. • Suite 450–N
Washington, D.C. 20004
(202) 393-3075 • FAX (202) 393-1497

Thursday 10:00 am - AMH

AZ call

Southern California Edison Company

P. O. BOX 800

2244 WALNUT GROVE AVENUE

ROSEMEAD, CALIFORNIA 91770

JOHN E. BRYSON
CHAIRMAN OF THE BOARD AND
CHIEF EXECUTIVE OFFICER

TELEPHONE
818-302-2265

June 30, 1993

Ms. Alexis Herman
Director, Office of Public Liaison
Old Executive Office Building - Room 122
Washington, D. C. 20500

Dear Ms. Herman:

After the luncheon at the White House last Wednesday, President Clinton expressed interest in a suggestion I made regarding a defense conversion project to revitalize the California economy by modernizing the system for goods movement to and from the nation's largest port complex. The President asked me to forward a proposal on the topic -- rail electrification -- to you or David Gergen for further consideration.

This electrification in the Los Angeles Basin would help address a major air quality problem in the region with the nation's worst air pollution, allow expansion of the Ports of Los Angeles and Long Beach to serve markets for defense conversion and dual-use products as well as establish a manufacturing base for modern rail technologies.

A brief description of a Defense Conversion Rail Electrification Initiative is attached. It's a creative, bold, high-profile idea that could begin tomorrow and have important, meaningful and highly visible results. This initiative would utilize the tremendous technical talent in California's aerospace industry, which is undergoing significant defense down-sizing. This revitalized workforce could then compete in the multi-billion dollar global market for rail transit equipment and advanced transportation products.

I'd like to bring to Washington a small group representing aerospace, the ports and the city of Los Angeles to discuss the viability of this project. It's an initiative that really captures the President's style of reaching out and making substantive, noteworthy change -- within the realm of the here-and-now. Tom Dennis, vice president of our Washington office, will contact you to set up such a meeting.

Regards,

From the Office of the Chief of Staff

Phone: 202/456-6797 Fax: 202/456-1121

Amy
Please prepare draft + memo by me
AH

Date: 7-9-93 Response needed by: 7-15-93

COS Office Contact: Bill Burton

JUL 19 199

	Action	FYI		Action	FYI
Joan Baggett		X	Leon Panetta		
Rahm Emanuel			Howard Paster		
Mark Gearan			John Podesta		
David Gergen			Jack Quinn		
Jack Gibbons			Carol Rasco		X
Marcia Hale			Bob Rubin		X
Alexis Herman	X		Eli Segal		
Nancy Hernreich			Ricki Seidman		
Tony Lake			George Stephanopoulos		
Bruce Lindsey			Christine Varney		
Katie McGinty			David Watkins		
Regina Montoya			Maggie Williams		
Dee Dee Myers					
Roy Neel					
Bernie Nussbaum					

Pending

Remarks:

Alexis —
CAN you prepare proposed response for Mack? Thanks. Bill

Response:

UNITED STATES
OFFICE OF CONSUMER AFFAIRS
Washington, D.C. 20201

JUL - 6 1993

July 2, 1993

The Honorable Thomas F. McLarty
Chief of Staff to the President
The White House
Washington, D. C. 20500

Dear Mr. McLarty:

The enclosed copy of a Washington Post article on the President's series of luncheons with corporate executives noted the absence of any live dialogues taking place between the President and consumer groups. The President needs to forge relationships with business and industry leaders in promoting his economic and health care initiatives. However, as the U. S. Office of Consumer Affairs (USOCA) has heard from the consumer community, the Administration has not consulted consumer groups in policy-making processes in highly visible form.

The U. S. Office of Consumer Affairs' role is to advise the President on consumer issues and represent the Administration's consumer policies. With over 20 years' experience in working with the various consumer and public interest groups, consumer protection agencies and consumer advocacy organizations, USOCA has an established relationship with these groups and is positioned to assist the White House in addressing this situation.

For instance, USOCA could organize and conduct a roundtable discussion in which interested consumer and public interest groups are brought together to discuss issues of concern to them and to add their voices to those of business and industry in addressing policy issues. Acting as a conduit between the consumer groups and the Administration, USOCA would report the results of this meeting to the White House. In addition, providing such a forum would go far in demonstrating the President's interest in the individual consumer and his commitment to "put people first".

I would appreciate your consideration of this suggestion, and if you or your staff have any questions, please call me at 202/634-4329. Thank you.

Sincerely,

Patricia Faley
Acting Director

cc: Vice President Al Gore
Alexis Herman

Washington Post
6/30/93

Clinton's CEO Lunch Bunch

Over Meals, the President Seeks Corporate Advice and Consent

By Jerry Knight
Washington Post Staff Writer

President Harry S. Truman used to take people "to the woodshed" when he wanted something from them. President Clinton takes them to lunch.

In sessions that resemble small town Rotary Club lunches—but with Fortune 500 executives rather than Main Street business owners—the president is bringing corporate leaders to the White House once a week for an unusual exercise in economic policy making.

Tomorrow, Clinton will again gather business leaders around the mahogany table in the Old Family Dining Room to seek support for his efforts to bring down the deficit, improve the nation's trade balance and reform the health care system.

The weekly lunches with nine or 10 executives are a sign that Clinton, despite his rhetoric about taxing the rich, is comfortable around corporate titans, values their advice and is keen on winning their backing.

The goals of the sessions are not only to sell his administration's economic policies to business executives, who by tradition tend to be a Republican constituency, but also to sell himself as a credible steward of the nation's economy. Both efforts are succeeding, say most of those who have been to the White House lunches, which began in late May.

"I was struck by his tremendous grasp of the American economy and the world economy, both in terms of global picture issues and the micro level," said Robert E. Denham, chairman of Salomon Inc. "One of the reasons he is so well informed is he has sessions like this."

Denham, who heads one of the biggest firms on Wall Street, was one of 10 executives who lunched last Wednesday with Clinton, Vice President Gore, eco-

See LUNCHES, F3, Col. 1

CEOs Dine at White House

LUNCHES, From F1

nomic policy adviser Robert E. Rubin and presidential counselor David R. Gergen.

Like the four previous lunches, last week's was a mix of corporate superstars—Archer Daniels Midland Co. Chairman Dwayne Andreas, Chairman Leslie Wexner of the Limited Inc.—and more down-home types such as Curt Bradbury, chairman of Worthen Bank in Little Rock, Ark., and Nolanda Hill, chairman of Corridor Broadcasting Corp., which owns Washington's WFTY-TV, Channel 50.

Tomorrow's guest list is made up of about a dozen chief executives of companies that do business in Asia—including Harold "Red" Poling of Ford Motor Co., Joseph T. Gorman of TRW Inc. and George M.C. Fisher of Motorola Inc.—as Clinton prepares for his visit next week to Japan and South Korea.

"I'm very favorably impressed with what the Clinton administration is trying to do," said Andreas, one of several Clinton guests who have given money to Republican candidates.

Describing the guest list as "a table of patriots," Andreas said: "Everyone of us wants to see the president and the government succeed."

White House officials describe the lunches, initiated by White House Chief of Staff Thomas F. "Mack" McLarty, as part of Clinton's effort to continue seeking consensus on economic issues, which began with the three-day economic conference in Little Rock last December.

The president also has made business executives regular guests at a series of private dinners in the family quarters of the White House, reaching out to Corporate America much more aggressively than either President George Bush or President Ronald Reagan ever did.

During the Reagan administration, business leaders complained that their views were not being heard in the White House, but Clinton began courting influential chief executives even before he became president.

After delivering a major campaign speech on the economy to the Detroit Economic Club last August, Clinton met privately with the heads of the Big Three auto companies and has continued to communicate with the auto industry about trade, regulation and health care issues.

General Motors Corp. Chairman John F. Smith Jr., Chrysler Corp. Chairman Robert Eaton and Ford Chairman Poling all have been to the White House for lunch in the last month and auto industry executives say their relations with Washington are better than they have been in years.

"You have a situation where for the first time in a long time government, business and labor are talking about the same things at the same time," said a top Ford executive.

No such dialogue has been opened with consumer groups and the traditional liberal constituencies that candidate Clinton courted last year. "He hasn't invited any of us to the White House," said consumer advocate Ralph Nader.

Clinton's business lunch guests are coming mostly from industrial and manufacturing industries—companies suffering the most from slow economic growth, facing the toughest challenges from important competition and paying the highest health care bills.

The president is not only pitching his economic policies, but also picking the brains of big business executives, his guests report.

"He was seeking input and he was seeking support for what he is trying to accomplish relative to the budget process," said United Airlines Inc. Chairman Steve Wolf, who attended the first of the lunches.

Some of Clinton's guests have brought messages to the White House. Jack Welch, chairman of General Electric Co., said he urged Clinton to deliver the details of any tax increases as quickly as possible to remove uncertainties that may be causing families and businesses to hold back their spending, retarding economic expansion.

LUNCH WITH CLINTON
EXECUTIVES AT THE MAY 19 MEAL

Michael Armstrong
Hughes Aircraft, Los Angeles
Norman Augustine
Martin Marietta, Bethesda
John Bryan
Sara Lee, Chicago
William Chee
RESCO, Honolulu
Robert Eaton
Chrysler, Detroit
John Ong
B.F. Goodrich, Akron, Ohio
Harold Poling
Ford Motor, Detroit
Frank Popoff
Dow Chemical, Midland, Mich.
Robert Winters
The Prudential, Newark
Steve Wolf
United Airlines, Chicago

At the May 24 lunch, Clinton was warned that he and Democrats in Congress will have to take the blame if they do not break the "gridlock" in Washington, said Bruce Llewellyn, president of the Philadelphia Coca-Cola Botting Co.

"As a matter of common sense, the Democrats had better wake up," said Llewellyn, a Democrat who headed the Overseas Private Investment Corp. in the Carter administration.

Most of the table talk, however, has been "polite—probably too polite," said Roman E. Boruta, chairman of Purolator Products Co. of Tulsa, who attended a White House lunch on June 15.

"Nobody really challenged anything" the president said during the lunch, Boruta said. Since then, Boruta wrote the president telling him: "This business forum isn't the right approach for him to get a feel for business. We didn't reach the state of hard-nosed discussions."

But even Boruta credits Clinton for trying to open communication with business leaders and attack long-term economic problems. "I was impressed from the standpoint that he is a man of conscience and deep down, he feels he's doing the right thing," he said.

From the Office of the Chief of Staff
Phone: 202/456-6797 Fax: 202/456-1121

(Amy)

cc Amy

Date: 30 June 93 Response needed by: ______

COS Office Contact: Bill Burton

JUN 30 1993

	Action	FYI		Action	FYI
Rahm Emanuel			Howard Paster		
Mark Gearan			John Podesta		
David Gergen			Jack Quinn		
Jack Gibbons			Carol Rasco		
Marcia Hale			Bob Rubin	✓	
Alexis Herman (Amy Z.)		✓	Eli Segal		
Nancy Hernreich			George Stephanopoulos		
Tony Lake			Christine Varney		
Bruce Lindsey			David Watkins		
Katie McGinty			Maggie Williams		
Regina Montoya					
Roy Neel					
Bernie Nussbaum					
Leon Panetta					

Remarks: ~~CONFIDENTIAL~~

Bob -
As you know (and as the Independent Producers point out in the attached letter), the President is committed to trying to help domestic oil & gas production. The Treasury's recent statement on Congr. Andrews' tax measure at least appears inconsistent with this commitment.
The President is wanting to get together w/ the Independents (many who supported his candidacy, w/ $) at the White House; it would be nice to resolve this issue before then.
Thanks.
Bill Burton

Response:

DETERMINED TO BE AN ADMINISTRATIVE MARKING Per E.O. 13526
Sec. 3.2(C) Initials: DB Date: 3/10/17

Denise A. Bode

Bill,

Thought you would like a copy of this letter. In the same statement by Mr. Samuels where he opposed our tax provisions he also went on record as being <u>neutral</u> on legislation (H.R. 2026) which provides incentives for renewables (which provide 2% or less of energy) to be paid for by independent producers by eliminating percentage depletion and by characterizing all our joint ventures, partnerships

[redacted]

etc. as passive investments, eliminating our ability to raise capital. Only independents are able to use these sections of the code. Thought you'd like to know the Administration's position on ~~this~~ also. Thanks as always, for your help and for being a good listener!

Denise

INDEPENDENT PETROLEUM ASSOCIATION OF AMERICA

1101 SIXTEENTH ST., N.W.
WASHINGTON, D.C. 20036
(202) 857-4722

EUGENE L. AMES, JR.
CHAIRMAN OF THE BOARD

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FAX (202) 857-4799

OFFICE OF THE CHAIRMAN
VENUS OIL COMPANY
700 NORTH ST. MARY'S STREET
SAN ANTONIO, TEXAS 78205

(512) 225-4722
FAX (512) 225-5687

June 25, 1993

The Honorable Lloyd M. Bentsen
Secretary of the Treasury
1500 Pennsylvania Avenue, N.W.
Washington, D.C. 20220

Dear Mr. Secretary:

I appreciated the opportunity to have discussed with you yesterday the concern of the Independent Petroleum Association of America about the Clinton Administration's energy policy as reflected in the testimony of the Assistant Secretary of the Treasury for Tax Policy, Leslie B. Samuels, before the Subcommittee of the House Ways and Means Committee on Select Revenue Measures at the Subcommittee Hearing on June 22, 1993. Specifically our concern, if not confusion, arises from the statement of the Administration's position in **opposition** to the **Tax Credit for Oil and Gas Produced from Marginal Properties.**

The Assistant Secretary's statement explains the Administration's opposition by stating in part, "Marginal properties were provided substantial tax advantages in recent tax legislation. We have seen no evidence that tax liability is currently acting as a barrier to production on these properties."

This statement is in conflict with positions expressed by the Clinton Administration on several other occasions, most prominently President Clinton's own statements made before and after the election, and Secretary of Energy Hazel O'Leary's initiative announced to the membership of the Independent Petroleum Association of America at our Mid-Year Meeting in Washington on May 13, 1993. So far, this Administration has done nothing to increase domestic oil and natural gas exploration and production.

I presume that when Assistant Secretary Samuels states that marginal properties were provided substantial tax advantages in recent tax legislation, that he is erroneously referring to the Alternative Minimum Tax partial reform provision included for independent producers in last year's energy legislation, which was signed by President Bush.

The AMT reform for independents contained in that bill gave no advantage to independent producers, it only served to give us the same tax policy given to other small businesses. It removed a penalty against domestic oil and gas producers. Candidate Clinton agreed and stated specifically regarding AMT relief contained in the Energy Policy Act in response to a candidate's questionnaire contained in the *American Oil & Gas Reporter* magazine, October 1992.

Let me quote:

> "The energy legislation (in conference as this survey is being answered) contains beneficial changes for oil and gas producers who have to pay the Alternative Minimum Tax. I favor these changes for an industry that has lost 470,000 jobs over the past decade. The changes are needed both to promote economic growth and tax fairness. Current AMT law penalizes investment in domestic oil and gas exploration and development, and is basically unfair to drillers. The proposed changes will help correct some of the inefficiencies and unfairness in the current law.
>
> The measure is late because the current administration vetoed a bill containing AMT relief earlier this year. While the AMT relief is important for producers, it alone will not turn around the depressed state of oil and gas drilling. As Senator Bentsen stated in debate on the measure, it will help arrest the industry's further decline."

Not only did he agree with AMT relief but he said his Administration would go further in a response to a questionnaire from "People for an Energy Policy":

> "Clinton Administration will develop new tax incentives to increase domestic oil and natural gas exploration and production and to increase markets, particularly for domestic natural gas."

Also, let me quote President-Elect Clinton in an interview in the *Wall Street Journal* dated December 18, 1992:

"WSJ: How about reducing the tax breaks for the oil and gas industries?

Mr. Clinton: Well, I think there ought to be an investment incentive to develop domestic energy. I believe in investment incentives.... I don't think we can just tax our way to a new energy policy. I think we have to invest our way to it."

Finally, let me quote candidate Clinton specifically on incentives for marginal production from a letter signed by candidate Bill Clinton to the Permian Basin Petroleum Association dated April 7, 1992, a copy of which is attached to this letter:

"Question: Is it desirable to create incentives to prevent premature abandonment of marginal wells which make up approximately 35% of daily domestic production?

Answer: I understand the arguments of those in the domestic oil and gas business who believe we should not shut in marginal wells which are still producing oil but may not be economically feasible to keep operating. I would certainly consider various solutions to the problems, INCLUDING TAX CREDITS (*emphasis added*) and increased research and development into more efficient operations. In any event, I will be more responsive to the problem than the current Administration has done. It is shameful that the President waited until the eve of the Republican primaries in Texas and Oklahoma to announce his program of cutting government royalty rates on stripper wells on federal lands. While the idea has merit, you do not find many in the oil and gas business who feel like the marginal difference the President's proposal would create is enough incentive to keep a well operating that would otherwise be shut in. Further, the President's solution would do nothing for the great number of stripper wells which are not located on federal lands."

It is clear from the above, that President Clinton understands the problems in the domestic oil and gas industry and the need to take action to save this industry, so that it can go to work to rebuild the United States' rapidly declining domestic oil and gas production.

Yet, the appropriate time to implement tax policy which can honor the President's campaign promises is now, as the tax code's impact on energy is being debated. As candidate Clinton stated about President Bush, it would be shameful to wait to act to preserve marginal production, because after the oil and gas wells are abandoned they will be lost forever. Yet, the Treasury Department has said that no help is needed for the United States marginally economic oil and gas industry. What, then, is the energy policy of the Clinton Administration? Independent producers who produce 60% of the natural gas production in the country and 40% of the oil are confused.

Certainly you are aware that a significant portion of the United States domestic oil and gas production is economically marginal and in jeopardy of near-term abandonment. Probably over two million barrels per day of crude oil, more than we import from Saudi Arabia, is produced by over 500,000 oil wells and is borderline economic and declining at an alarming rate. Most all of the marginal production is owned and operated by small family owned independent oil and gas businesses since the major oil companies generally all follow the practice of selling off their marginal production.

I am taking the liberty to enclose a letter from Calhoun Engineering, engineers for the East Texas Salt Water Disposal Company. This letter, which vividly describes the plight faced not only by the independent producers in the East Texas Oil Field, but wherever marginally economic oil and gas is produced. The East Texas Salt Water Disposal Company disposes of one million barrels of salt water per day produced from the East Texas Oil Field. To our knowledge there has never been any environmental damage after years of massive amounts of injection of produced salt water into one of the largest oil reservoirs in the world. Such salt water injection was required in order to produce over 5.2 billion barrels of oil to date, and the salt water injection probably has improved the recovery an estimated 1.4 to 2 billion barrels of oil.

The East Texas Oil Field, the largest oil field in the Lower 48 States, was called the "Black Giant" in Dan Yergin's Pulitzer Prize winning history "The Prize", and provided the oil Churchill referred to when he stated that the Allies floated to victory in World War II on a Sea of United States Oil. Although now at a relatively high state of depletion, the East Texas Field with an estimated 400 million barrels of oil remaining is still one of the nation's largest oil fields.

But, most of the oil wells in the East Texas Oil Field are now economically marginal, producing large quantities of salt water with the oil. As Calhoun Engineering says, because of proposed EPA Underground Injection Control regulations, the East Texas Salt Water Disposal Company could be required to invest $86.2 million dollars in the first five years, although EPA estimated the economic cost to the entire oil industry of the new regulations would be $124.2 million. If one project would be required to spend 69.4% of the national total, then one would think that the economic impact of the regulation is grossly understated by EPA.

Nevertheless, compliance could cause the premature abandonment of thousands of marginal oil wells in the East Texas Field and the loss of millions of barrels of oil reserve there. This situation is multiplied throughout the oil producing states and the aggregate effect to the nation's economy threatens a disastrous effect on local, state, and national economies by the loss of jobs and tax revenue.

Yet, the East Texas Salt Water Disposal Company in disposal of about 10 billion barrels of produced salt water has been a model environmental steward for the petroleum industry for 51 years. Following strict specifications provided in State Regulation of Underground Disposal Operations, these disposal operations over 51 years have caused no pollution or damage to fresh water sources.

Now comes EPA with new layers of regulations to protect the environment when the environment has been protected by the existing regulations. This situation in East Texas is being repeated wherever oil and gas is produced in the 33 states which produce oil and gas, and our huge and vital national resource of marginal oil and gas wells is being threatened by this combination of excessive environmental regulations and the failure of the Federal Government to take other action which would save the domestic oil and gas industry.

The marginal tax credit that has been requested, which the Clinton Administration has decided to oppose, would help preserve all these valuable marginal oil wells and would provide incentives for much needed drilling of new natural gas wells. But, these tax credits are only a start for the action the government must take to rebuild the domestic oil and gas industry.

Our industry has been through an economic collapse of historic proportion, at least 450,000 jobs were lost. The drilling rig count is hovering near historic lows. We have increasing national demand for natural gas and supplies of natural gas are once again becoming short because of the lack of drilling. The Federal Government must act to remove barriers and provide incentive to investment in the development of domestic natural gas and oil resources.

During our past meetings and conversations you have always acknowledged the concerns that you also have repeatedly expressed in the Senate, about the dangers to this nation of our rapidly increasing dependency on foreign oil imports. President Clinton has repeatedly expressed his concern about the need to rebuild our nation's oil and gas industry. He said that the Reagan/Bush policies caused the decline of the domestic oil industry and that he wanted to rebuild it. However, our domestic natural gas and oil exploration and production industry continues to deteriorate at an alarming rate and it is now time for the action to be taken to finally address the concerns that have been expressed by yourself, President Clinton and anyone with any knowledge of the truth about the condition of the domestic oil and gas industry.

The Honorable Lloyd M. Bentsen
June 25, 1993
Page Six

Independent producers have tried to work with the Clinton Administration to help it develop policies which will not only help achieve its goal of deficit reduction, but which will also encourage economic growth and the creation of jobs. We want to continue to work with the Administration to help accomplish these imperative goals. But, we are seriously confused about the statements of candidate and President-Elect Clinton on the energy policy of his Administration in view of Assistant Secretary Samuels' statement that no help is needed for marginal wells.

We would appreciate receiving some clarification of our concerns and would welcome the opportunity to meet with you.

Sincerely,

Gene Ames Jr.

Eugene L. Ames, Jr.

ELA,JR:gb

Enclosures

cc: Secretary of Energy Hazel Rollins O'Leary
Thomas McLarty, Chief of Staff

CALHOUN ENGINEERING INC.
PETROLEUM CONSULTANTS
4429 NORTH CENTRAL EXPRESSWAY
DALLAS, TEXAS 75205
(214) 522-4925
FACSIMILE (214) 526-4764

June 11, 1993

Mr. Gene Ames
Chairman of the Board
Independent Petroleum Association of America
700 N. St. Mary's, Suite 1900
San Antonio, Texas 78205

Dear Gene:

I enjoyed our telephone visit of June 7, and I appreciate the opportunity to give you my thoughts concerning the new E.P.A. Underground Injection Control regulations and the effect of these regulations on one client, the East Texas Salt Water Disposal Company.

The new regulations could have a very serious economic impact on the industry, far beyond the "estimated national cost to all operators" shown on page 24 of the Draft. The estimated cost shown by the Environmental Protection Agency for the entire industry is $124.2 million for the first five years. The estimated cost to the East Texas Saltwater Disposal Company for the first five years is $86.2 million; it is difficult to believe that one small business organization, operating in one field would spend 69.4% of the entire cost to the petroleum industry. There are more than 40,000 salt water disposal wells in the State of Texas, there are 100 disposal wells in the East Texas field operated by the East Texas Saltwater Disposal Company. This is a very clear indication that the cost estimates made by the Environmental Protection Agency are grossly understated. The current cost to the operators in the East Texas Field for saltwater disposal is 5.5 cents per barrel; the new regulations would increase this cost to 10.25 cents per barrel. This increase in disposal costs would increase operating costs and cause those wells producing less than 4 barrels per day to become non commercial and be abandoned. Currently there are 1,187 wells producing 2,686 barrels of oil per day that would fall below the economic limit at a disposal cost of 10.25 cents per barrel. As of January 1, 1993, there were 7,611 producing wells in the East Texas Field; under the new regulations, 1,187 or 15.6% of those wells would be below the economic limit. The loss of oil production, 2,686 barrels per day, represents almost 1,000,000 barrels per year. This is one million barrels of oil which will not be produced in the United States and must be imported and added to the trade imbalance. If this million barrels of oil were produced from the East Texas Field it would generate about $1.7 million in severance and ad valorem taxes, about $2.2 million to the royalty owners and about $15 million to the operators. The major oil companies have sold most of their marginal East Texas Field properties to independent operators, so this loss of income will fall directly on that segment of the industry that pays taxes and generates jobs in the United States and does not go outside the country to spend exploration money.

The East Texas Field was discovered in 1930 and is the largest oil field in the lower 48 states. Recovery from the field will ultimately be about 5.6 billion barrels. The field is some 40 miles long and 10 miles wide and at one time had over 26,000 producing wells. The field was developed on spacing rules permitting 1 well on 5 acres and there have been hundreds of exceptions to permit drilling on reduced acreage on town lots and other tracts less than 5 acres. For this reason, the area of review, 1/4 mile radius, frequently includes 25 to 30 or more wells. The rules for disposal wells call for completion below a shale break occurring below -3320 sub sea (the original oil/ water contact) and all disposal wells are on the west or down-dip side of the field generally at some distance from any currently producing well. Since the field is over 60 years old and many of the down-dip wells have been abandoned for a number of years, the abandonment records are sometimes not readily available. More than 30,000 wells have been drilled in the field and less than 8,000 are currently producing so it is easy to see that records on some 22,000 wells some of which are over 60 years old might be hard to locate. The regulations are interpreted by the Texas Railroad Commission to mean that any well without the proper abandonment records on file with the Commission must be assumed to be improperly plugged. This could create an unbearable burden of proof on the East Texas Saltwater Disposal Company.

The East Texas Salt Water Disposal Company was formed in 1942 for the purpose of disposing of produced water from the East Texas Field. In this 51 year period, they have disposed of about 10 billion barrels of water and have done this in a manner which has become a model for the petroleum industry. The East Texas Field produces from the Woodbine formation with a very active water drive mechanism. Therefore, large quantities of water are produced with the oil. The current water/oil ratio is approximately 11.8 barrels of water per barrel of oil, and the water company is handling in excess of 1 million barrels of water per day.

The oil and water production performance is shown on a tabulation included in this letter; this and other information is also shown graphically and included for your information. This information shows that the water production has increased from around 160 million barrels per year (about 440,000 B/D) to about 390 million barrels per year (about 1,070,000 B/D) over the past 30 years. During that time, the water/oil ratio has increased from 4 to 12, a factor of 3. The water production has continued to increase except for 1986 and 1987, when the oil price was so low the production of high water cut wells was not economical. The number of wells that produce oil and water seems to be fairly stable at about 6,000, but the number of wells that produce oil without water (clean wells) has declined from around 4,000 to about 1,500 in the past 10 years. A graph showing the well count for clean and water wells is also included. One way to comply with the regulations is simply to shut in or abandon any well that produces water.

The bottom hole pressure performance of the East Texas Field is also shown. This is a very interesting graph and shows the effect of the East Texas Salt Water Disposal Company on the performance of the field. There are five periods shown on this curve: 1) 1930 to 1942, a rapid decline in reservoir pressure from 1620 psi to slightly above 1000 psi brought about by high withdrawal rates. 2) 1942 to 1948, pressure decline is arrested by the return of produced water to the Woodbine formation by the East Texas Salt Water Disposal Company. 3) 1948 to 1965, reservoir pressure increases due to reduced producing days (see the tabulation for producing day history). 4) 1965 to 1979, pressure declines as producing days increase and are stabilized in 1972. 5) 1979 forward, reservoir pressure increases when oil production drops below 165,000 barrels per day (about 60 MMB/YR) and the normal water influx causes the pressure to increase.

In the 51 years during which the East Texas Salt Water Disposal Company has been in existence they have never damaged any of the producing wells or the fresh water sands in the area. More than 20 communities and numerous individuals depend on these fresh water sands for their drinking water. There are about 2,200 Wilcox water wells in the area of the East Texas Field. If there had been any contamination of the shallower fresh water sands in the past 50 years, that problem would have been evident. The East Texas Salt Water Disposal Company has been the model for the industry for conservation and environmental protection. Prior to the formation of the company, improper disposal of produced water was causing widespread environmental damage. Many low spots and creek bottoms were devoid of vegetation and the Sabine River was contaminated with salt water; the East Texas Salt Water Disposal Company brought about a dramatic change for the better. In addition to the environmental improvements brought about by returning produced salt water to the producing formation, the reservoir pressure has been maintained above the bubble point. This has resulted in an additional oil recovery of an estimated 1.4 to 2 billion barrels of oil.

As far as I can determine all wells drilled in the East Texas Field were drilled with rotary tools, I have never heard of the use of cable tools in the field. Rotary drilled dry holes can be assumed to be left full of drilling mud since there is no economic reason to recover the drilling mud prior to abandonment. Even if a well were assumed to have been left without drilling mud in place, sloughing shales would enter and plug the well bore. When a well is abandoned and the casing is salvaged, sloughing shales would effectively plug the well bore. In any event, if sub surface contamination of the underground drinking water could be caused by the methods employed by the East Texas Salt Water Disposal Company, we would have seen it at some time in the last 51 years. In my opinion, the Water Company has done everything necessary to protect the environment and they have been successful and should be praised by the environmentalists not harassed.

Again, I appreciate this opportunity to give you my input on this matter. If you have any questions or if I can be of any further use to you in this matter, please give me an opportunity to respond.

Sincerely,

Tom G. Calhoun II

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:AR	PRODUCING DAYS	MARKET DEMAND (%)	ANNUAL OIL PROD (MBLS)	CUMULATIVE OIL PROD (MBLS)	ANNUAL WATER PROD (MBLS)	WOR	CALENDAR TOTAL CLEAN WELLS	CALENDAR WATER WELLS	CALENDAR OFF PROD WELLS	CALENDAR TOTAL ALL WELLS	CALENDAR TOTAL PROD WELLS	FISCAL PRORATED WELLS	FISCAL MARGINAL WELLS	FISCAL OFF PROD WELLS	FISCAL TOTAL WELLS
1930	365.00	100.0%	27	27	0	0.00	5		0	5	5				
1931	365.00	100.0%	109,049	109,076	128	0.00	3,612		0	3,612	3,612				
1932	366.00	100.0%	145,413	254,489	454	0.00	9,372		0	9,372	9,372				
1933	365.00	100.0%	207,431	461,920	2,143	0.01	11,875		0	11,875	11,875				
1934	365.00	100.0%	183,358	645,278	3,779	0.02	15,507		0	15,507	15,507				
1935	365.00	100.0%	174,467	819,745	5,645	0.03	19,506		0	19,506	19,506				
1936	366.00	100.0%	165,271	985,016	11,707	0.07	21,960		0	21,960	21,960				
1937	365.00	100.0%	171,337	1,156,353	26,287	0.15	24,269		0	24,269	24,269				
1938	294.00	80.5%	151,102	1,307,455	38,981	0.26	25,765		0	25,765	25,765				
1939	250.00	68.5%	145,374	1,452,829	50,668	0.35	25,829		147	25,976	25,829				
1940	235.00	64.2%	141,395	1,594,224	62,383	0.44	25,798		123	25,921	25,798				
1941	254.00	69.6%	132,794	1,727,018	117,731	0.89	25,560		260	25,820	25,560				
1942	224.00	61.4%	122,254	1,849,272	124,842	1.02	25,158		325	25,483	25,158				
1943	258.00	70.7%	129,517	1,978,789	132,063	1.02	24,791		309	25,100	24,791				
1944	278.00	76.0%	135,799	2,114,588	156,946	1.16	24,163		458	24,621	24,163				
1945	276.00	75.6%	131,336	2,245,924	169,681	1.29	23,504		415	23,919	23,504				
1946	258.00	70.7%	120,583	2,366,507	181,798	1.51	23,041		325	23,366	23,041				
1947	255.00	69.9%	116,947	2,483,454	203,158	1.74	17,138	5,378	325	22,841	22,516	20,766	1,987	360	23,113
1948	249.00	68.0%	111,880	2,595,336	210,961	1.89	16,731	5,396	299	22,424	22,125	20,207	2,061	280	22,548
1949	206.00	56.4%	93,527	2,688,861	200,540	2.14	16,922	5,233	234	22,389	22,155	20,008	2,157	200	22,365
1950	219.00	60.0%	97,839	2,786,700	180,812	1.85	16,822	4,989	264	22,075	21,811	19,913	2,114	207	22,234
1951	226.00	61.9%	99,576	2,886,276	152,493	1.53	16,474	4,888	279	21,641	21,362	19,915	1,606	218	21,739
1952	225.00	61.5%	96,859	2,983,135	150,682	1.56	16,081	4,832	334	21,247	20,913	19,396	1,675	259	21,330
1953	215.00	58.9%	90,637	3,073,772	145,469	1.60	15,609	4,824	413	20,846	20,633	18,969	1,573	231	20,773
1954	194.00	53.2%	81,363	3,155,135	147,129	1.81	15,173	4,951	479	20,603	20,124	18,475	1,748	220	20,443
1955	194.00	53.2%	79,855	3,234,990	154,668	1.94	14,600	5,197	412	20,209	19,797	17,993	1,855	219	20,067
1956	190.00	51.9%	77,016	3,312,006	161,176	2.09	14,242	5,233	400	19,875	19,475	17,474	2,053	205	19,732
1957	171.00	46.8%	69,110	3,381,116	164,790	2.38	13,828	5,402	456	19,684	19,230	17,035	2,236	199	19,478
1958	122.00	33.4%	52,126	3,433,242	165,318	3.17	13,538	5,491	494	19,523	19,029	16,504	2,577	217	19,298
1959	123.00	33.7%	52,674	3,485,916	173,838	3.30	13,286	5,622	385	19,293	18,908	16,002	2,883	312	19,197
1960	104.00	28.4%	47,241	3,533,157	169,209	3.58	13,215	5,610	352	19,177	18,825	15,492	3,316	273	19,081
1961	101.00	27.7%	47,711	3,580,868	163,246	3.42	13,090	5,673	377	19,140	18,763	14,890	3,089	296	19,075
1962	97.00	26.6%	43,847	3,624,715	161,505	3.68	12,812	5,658	600	19,870	18,470	14,734	3,962	318	19,016
1963	102.03	28.0%	40,664	3,665,379	156,424	3.85	12,273	5,438	1,000	18,711	17,711	14,460	2,898	1,365	18,723
1964	103.33	28.2%	39,904	3,705,283	158,683	3.98	11,971	5,265	1,419	18,655	17,236	14,211	2,996	1,434	18,641
1965	105.21	28.8%	40,922	3,746,205	159,388	3.89	11,696	5,238	1,402	18,336	16,934	13,727	3,201	1,301	18,229
1966	122.90	33.7%	45,800	3,792,005	161,251	3.52	11,527	5,153	1,339	18,819	16,680	13,238	3,358	1,337	17,933
1967	148.81	40.8%	51,465	3,843,470	164,497	3.20	11,183	5,064	1,311	17,558	16,247	12,828	3,510	1,173	17,511
1968	164.32	44.9%	53,065	3,896,535	160,074	3.02	10,654	4,963	1,278	16,895	15,617	12,559	3,079	1,427	17,065
1969	191.31	52.4%	57,934	3,954,469	171,968	2.97	10,160	4,957	1,397	16,514	15,117	12,234	2,960	1,509	16,705
1970	259.01	71.0%	72,673	4,027,142	187,129	2.57	9,550	5,075	1,432	16,057	14,625	11,797	2,911	1,502	16,290
1971	264.60	72.5%	70,920	4,098,062	193,788	2.73	8,826	5,300	1,385	15,511	14,126	11,354	2,776	1,676	15,806
1972	306.07	83.6%	77,141	4,175,203	199,571	2.59	7,950	5,697	1,301	14,948	13,647	10,964	2,945	1,302	15,211
1973	313.90	86.0%	75,467	4,250,670	198,269	2.63	7,171	6,000	1,263	14,416	13,171	10,684	2,625	1,352	14,661
1974	313.90	86.0%	72,203	4,322,873	211,152	2.92	6,860	6,096	987	13,943	12,956	10,520	2,509	1,167	14,196
1975	313.90	86.0%	69,026	4,391,899	214,233	3.10	6,535	6,143	929	13,607	12,678	10,276	2,471	1,010	13,757
1976	314.76	86.0%	67,089	4,458,988	217,206	3.24	6,228	6,143	982	13,353	12,371	10,077	2,388	1,058	13,503
1977	313.90	86.0%	64,484	4,523,472	230,044	3.57	5,863	6,280	953	13,096	12,143	9,964	2,192	1,074	13,230
1978	313.90	86.0%	62,036	4,585,508	237,571	3.83	5,441	6,488	891	12,820	11,929	9,819	2,133	1,018	12,970
1979	313.90	86.0%	60,142	4,645,650	253,204	4.21	5,104	6,602	946	12,652	11,706	9,724	2,007	1,015	12,766
1980	314.76	86.0%	58,450	4,704,100	272,717	4.67	4,894	6,683	936	12,513	11,577	9,610	1,996	971	12,575
1981	313.90	86.0%	56,204	4,760,304	296,062	5.27	4,585	6,788	979	12,352	11,373	9,400	1,928	[illegible]	12,615
1982	313.90	86.0%	52,875	4,813,179	309,105	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

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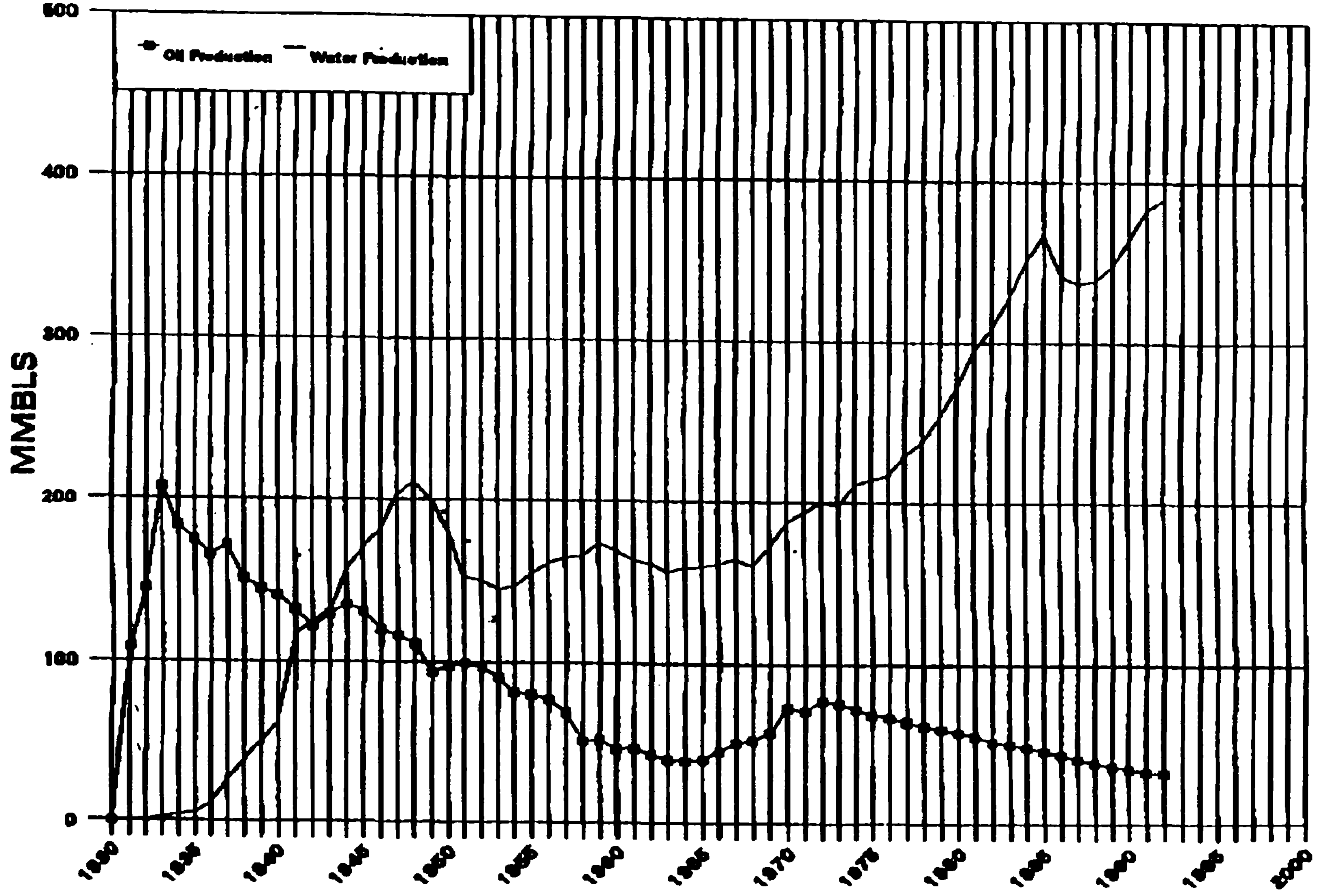
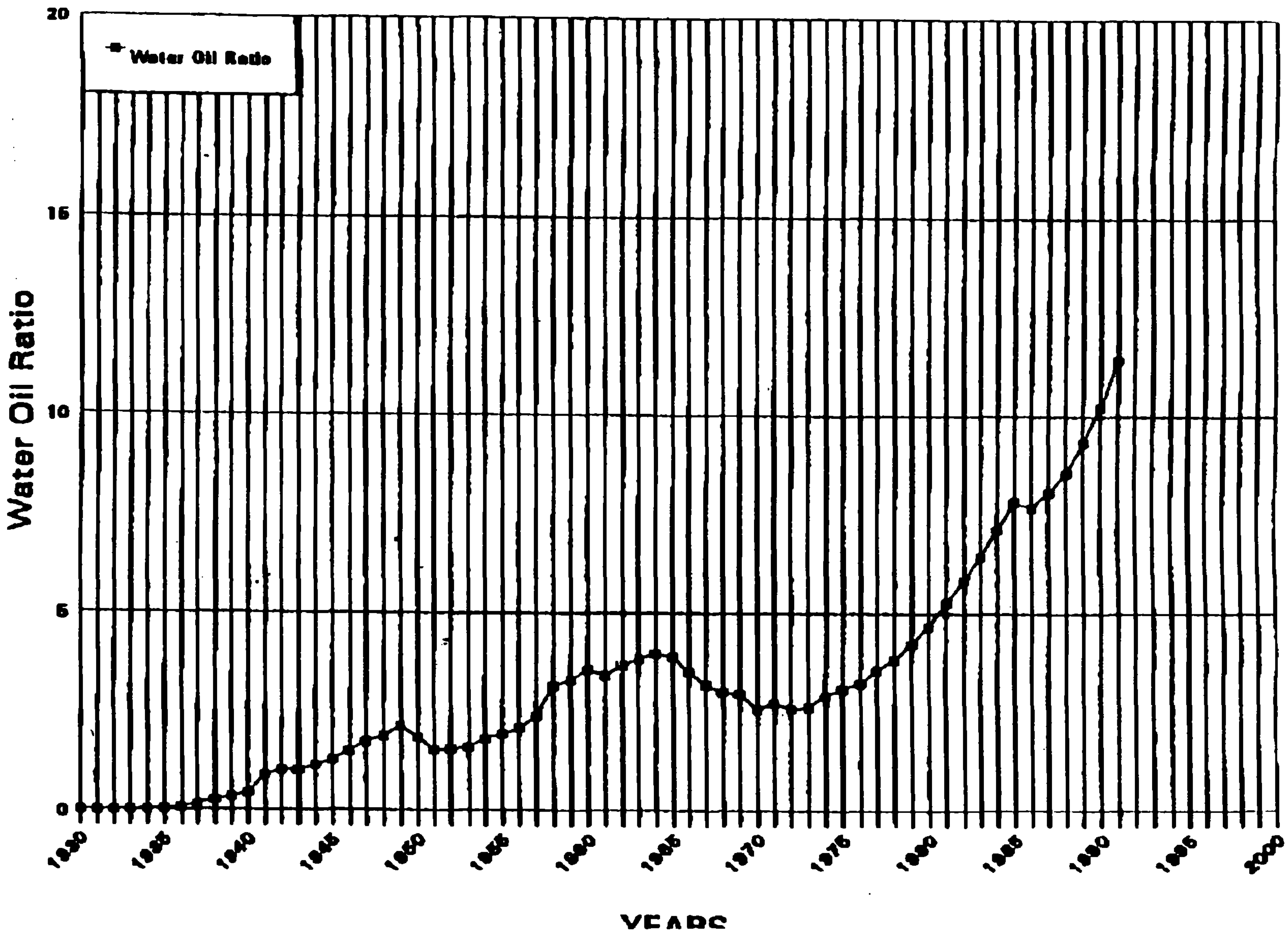
									CALENDAR					FISCAL		
YEAR	PRODUCING DAYS	MARKET DEMAND (%)	ANNUAL OIL PROD (MBLS)	CUMULATIVE OIL PROD (MBLS)	ANNUAL WATER PROD (MBLS)	WOR	TOTAL CLEAN WELLS	WATER WELLS	OFF PROD WELLS	TOTAL ALL WELLS	TOTAL PROD WELLS	PRORATED WELLS	MARGINAL WELLS	OFF PROD WELLS	TOTAL WELLS
1983	313.90	86.0%	51,042	4,864,221	329,011	6.45	3,854	6,980	1,198	12,032	10,834	8,850	1,964	1,312	12,128
1984	314.76	86.0%	49,108	4,913,329	350,855	7.14	3,688	6,838	1,326	11,852	10,526	8,547	2,025	1,394	11,966
1985	313.90	86.0%	46,796	4,960,125	366,852	7.84	3,633	6,579	1,463	11,675	10,212	8,281	1,979	1,496	11,756
1986	313.90	86.0%	44,373	5,004,498	341,231	7.69	3,076	6,428	1,965	11,469	9,504	7,711	1,950	1,922	11,583
1987	313.90	86.0%	41,708	5,046,206	336,674	8.07	2,882	6,330	2,063	11,275	9,212	7,203	2,003	2,202	11,408
1988	314.76	86.0%	39,498	5,085,704	338,160	8.56	2,715	6,231	2,052	10,998	8,946	6,979	1,977	2,155	11,111
1989	313.90	86.0%	37,207	5,122,911	347,681	9.34	2,496	6,136	2,117	10,749	8,632	6,550	2,046	2,304	10,[illegible]
1990	326.78	89.5%	35,620	5,158,531	364,236	10.23	2,319	6,031	2,144	10,494	8,350	6,506	2,126	2,117	10,[illegible]
1991	335.32	91.9%	33,464	5,191,995	382,637	11.43	2,045	5,955	2,244	10,244	8,000	5,938	2,024	2,441	10,[illegible]
1992	366.00	100.0%	32,934	5,224,929	388,814	11.81	1,523	6,088	2,337	9,948	7,611	5,682	2,006	2,435	10,[illegible]

* = SUPPLEMENT TO MARCH 1966 REPORT

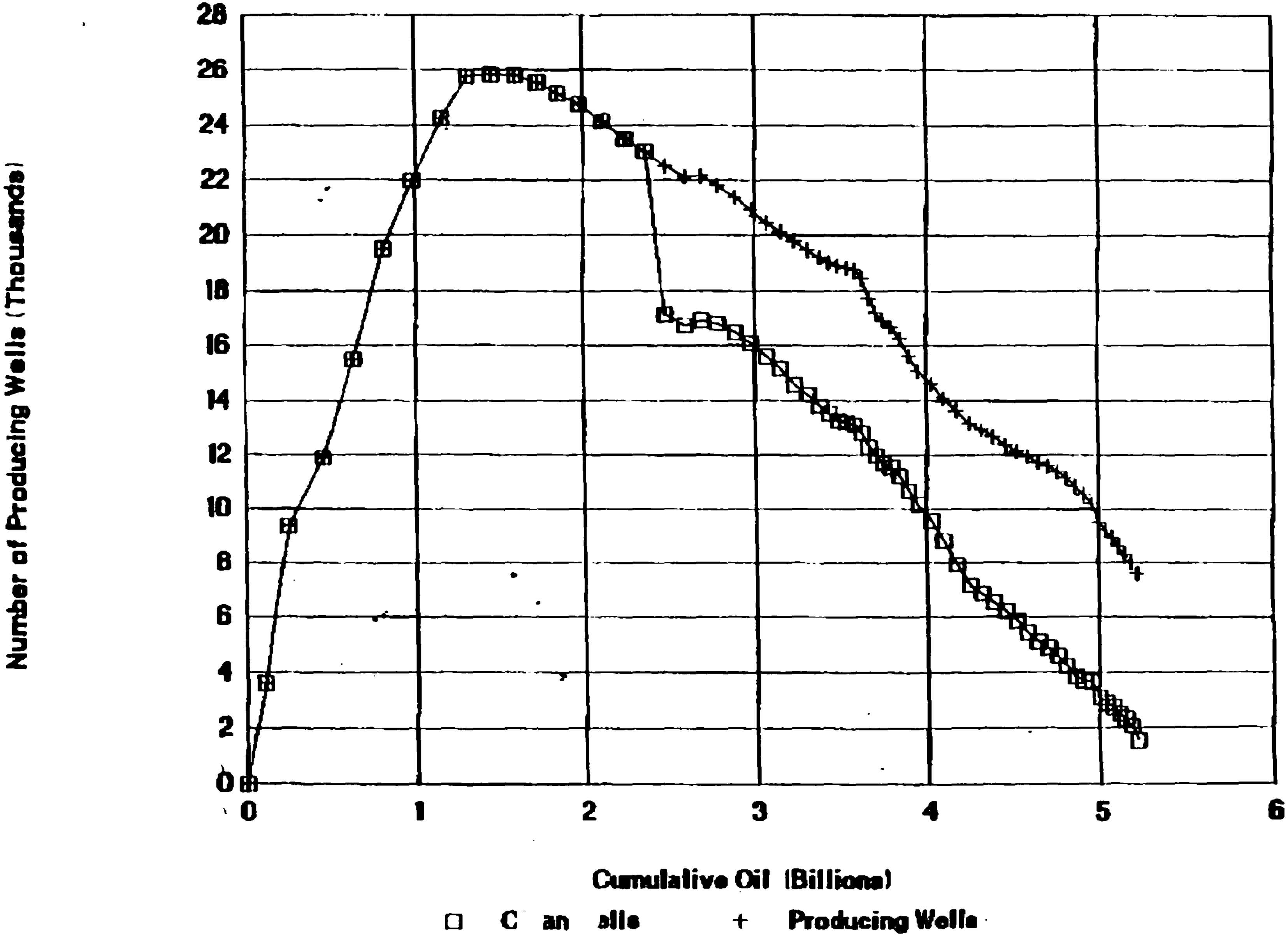
EAST TEXAS FIELD
Annual Oil & Water Production vs Time

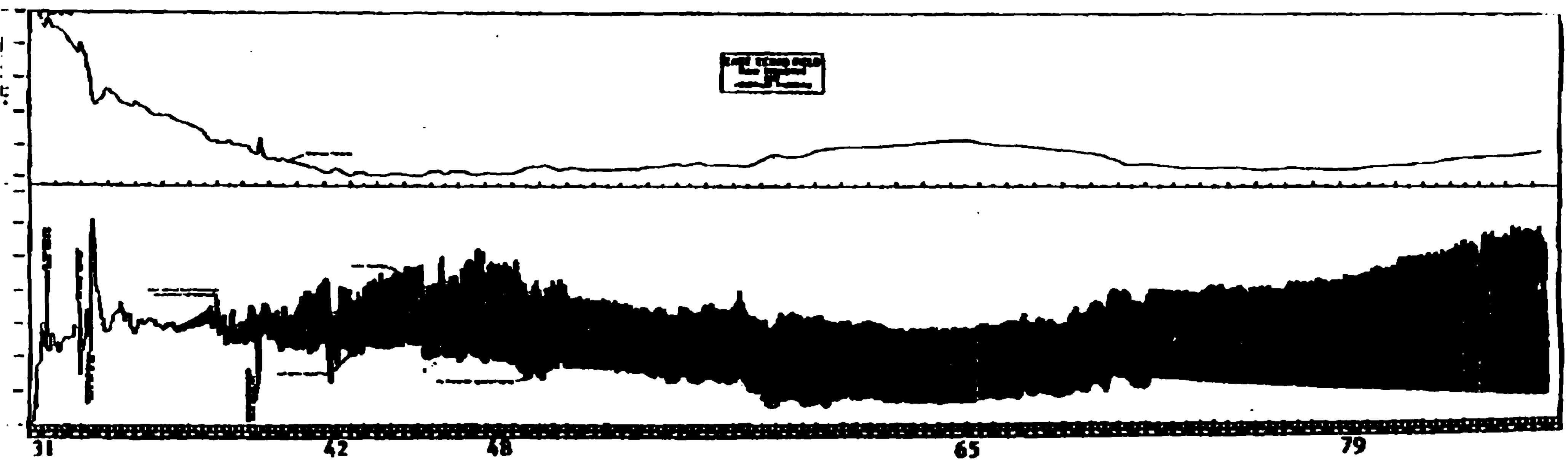


EAST TEXAS FIELD
Water Oil Ratio vs Time



TOTAL EAST TEXAS FIELD

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Bill Clinton
FOR PRESIDENT COMMITTEE

April 7, 1992

Mr. Harry A. Spannaus
Executive Vice President
Permian Basin Petroleum Association
P.O. Box 132
Midland, Texas 79702

Re: <u>Responses to Candidate Questions</u>

Dear Mr. Spannaus:

Enclosed please find Governor Clinton's responses to the questions posed in your letter of January 2, 1992.

<u>Question 1</u>. Is it desirable to develop and produce domestic energy resources rather than to rely on imports?

<u>Answer</u>: It highly desirable to cut our dependence on foreign oil. To this end, we need to not only develop our domestic energy resources, particularly natural gas, but we need to implement conservation standards and fund research and development into alternative fuels. A copy of my developing National Energy Policy is attached and you should view it as a supplement to each of the questions on this questionnaire. As a review of that policy will indicate, I strongly believe in the need for a strong and viable domestic energy industry. It is clear to even casual observers how our domestic energy industry, particularly independent oil and gas producers, have been completely neglected by the Republican Administrations in the White House over the last 11 1/2 years. The United States has been the only advanced nation without a serious plan to encourage conservation and reduce dependence on foreign oil. The price the independents have paid is too high, including the loss of over 300,000 jobs and the closing of more than 8,000 businesses.

<u>Question 2</u>. Is it desirable to restore the domestic oil and gas industry to high levels of exploration and development?

Answer: When Ronald Reagan and George Bush took office more than a decade ago, we counted operating drilling rigs by the thousands. Today, we count by the hundreds. At the same time, reliance on foreign oil has increased dramatically. Critical to the task of cutting our dependence on foreign oil is increasing the strength and viability of our domestic oil and gas producers. Therefore, we not only need to curb the dramatic decline in the domestic industry, but we need to examine ways to build the industry back up.

Question 3. Is it desirable to reduce the extreme price volatility which has disintegrated the domestic petroleum industry?

Answer: Pricing is one of the biggest proble s facing the domestic oil and gas industry. With oil selling for less than $20 a barrel, and natural gas prices hovering around $1, and occasionally even less, per mcf, it is easy to understand why rigs are shutting down every week. President Bush's energy strategy, if one characterizes it as such, appears to be cheap oil. While this may have resulted in increased profits for the major oil companies and others interested in foreign oil supplies, the policy has been deadly for America's long-term economic interests, especially domestic oil and gas producers. We need in this country an energy policy that promotes domestic sources and energy efficiency.

Question 4. Is it desirable to create incentives to prevent premature abandonment of marginal wells which make up approximately 35 percent of daily domestic production?

Answer: I understand the arguments of those in the domestic oil and gas business who believe we should not shut in marginal wells which are still producing oil but may not be economically feasible to keep operating. I would certainly consider various solutions to the problems, including tax credits and increased research and development into more efficient operations. In any event, I will be more responsive to the problem than the current Administration has done. It is shameful that the President waited until the eve of the Republican primaries in Texas and Oklahoma to announce his program of cutting government royalty rates on stripper wells on federal lands. While the idea has merit, you do not find many in the oil and gas business who feel like the marginal difference the President's proposal would create is enough incentive to keep a well operating that would otherwise be hut in. Further, the President's solution would do nothing for the great number of stripper wells which are not located on federal lands.

Question 5. Is it desirable to limit or reduce petroleum imports? To disallow oil and product importation from countries hostile to the United States or who participate in or endorse terrorism?

Answer: My first priority in the energy area as President will be to start the process of weaning ourselves from foreign oil. Dependance on foreign oil severely impacts our balance of payments, subjects us to the unpredictable pricing whims of OPEC, and embroils us in the volatile Middle East. Currently nearly a fourth of our total energy needs are being met with imported oil. This is too high a percentage. I will implement a National Energy Policy which will work to cut our dependence on foreign oil. As my attached policy indicates, I propose to do so through conservation and energy efficiency programs, increased use of domestically abundant clean-burning and inexpensive natural gas, and eventual conversion to renewable energy sources where possible.

Question 6. Is it desirable to limit exploration and development disincentives, such as the alternative minimum tax?

Answer: I realize that the alternative minimum tax and its effects on independent oil and gas producers is one of the biggest problems perceived by our domestic energy industry. I was disturbed that President Bush, who in his State of the Union address talked about AMT relief for other industries, neglected to mention the possibility of AMT relief for independent oil and gas producers. Few in America have suffered as much as the independent oil and gas producers have during the Reagan/Bush years.

Question 7. Is it desirable to encourage use of natural gas and to find and develop new reserves for natural gas?

Answer: Natural gas is the key in our transition to an energy efficient future in which we rely on environmentally safe renewable energy sources. As I have said since I got into this campaign, natural gas is abundant in the United States, inexpensive, and versatile. Because it burns three or four times clearer than gasoline and diesel fuel, environmentalist strongly support its use in place of these other energy sources. And since it is available in the United States, greater reliance on natural gas will put Americans back to work. I believe we should develop an aggressive natural gas substitution policy to cut oil imports by at least 1.75 billion barrels of oil per day by the end of the decade, thereby cutting the U.S. trade deficit by $12.5 billion annually. I believe in not only developing new reserves from natural gas, but expanding markets for natural gas in every sector, including transportation; speeding development and certification of new natural gas pipelines; converting fleets to natural gas vehicles; and using federal research and development dollars to develop new applications for natural gas.

Question 8. Is it desirable to provide a sensible approach to environmental issues so as to obtain a balance between production, protection, and preservation?

Answer: One of the biggest problems with the current Administration's lack of any kind of coherent national energy policy is the harm that is being done not only to the domestic energy business but also to the environment. A national energy policy which focuses on conservation, renewables, and natural gas, and cuts our dependence on foreign oil, will be an energy policy that is far environmentally superior to the current situation. Good environmental policy does not equate to bad economic policy. My National Energy Policy would promote not only national security, energy diversity, and economic prosperity, but also environmental protection. We need a president who will help develop a partnership between economic and environmental interests.

Sincerely yours,

Bill Clinton

Attachment

2617A

DRAFT - MARILYN YAGER SECTION TO BE INCLUDED

August 26, 1993

MEMORANDUM FOR ALEXIS HERMAN, STEVE HILTON

FROM: AMY ZISOOK, MARILYN YAGER, MARILYN DIGIACOBBE

SUBJECT: HEALTH CARE BUSINESS RECRUITMENT OUTLINE

We have agreed that business outreach for the President's Health Care Reform Package will be split into 2 pieces with an aggressive focus on each: Big Business and Small Business.

Marilyn Yager will be the key contact person to Ira Magaziner and the Health Care war room, as she will be working on Health Care full-time. Amy and Marilyn DiGiacobbe will also attend meetings, so that we are well-informed substantively and strategically.

Marilyn Yager will coordinate Small Business activities, although we will remain involved in them because of the existing relationships that we have with the Small Business community. She will work closely with the Erskine Bowles and Katie Broeren at the SBA. Although SBA <u>cannot</u> solicit support for the plan, Marilyn will work closely with them in finding case studies which will be useful in finalizing the plan and lending credence to the details of the plan.

Amy and Marilyn DiGiacobbe will coordinate the Big Business activities, working with Ira and Marilyn, who have met with and spoken to numerous business people who they feel will support the plan. This plan will be very aggressive starting with economic supporters and friends of the President and including literally hundreds, if not thousands of large corporations. As outlined in Section III of our July 1 strategy memo, we will have an aggressive communications plan which will include small business as well as big business. This will include mail, phones and media.

CEO lunches will play a critical role in recruiting support for the plan. We will continue to invite the appropriate people, a mixture of big business groups and small business groups throughout the year, with a strong emphasis on Health Care Reform and endorsements through October.

This initial outlines includes two phases of the recruiting process: Phase I) Pre-Introduction - September 7 - September 20; and Phase II) Post-Introduction - September 22 - October 31.

I. <u>Phase I - 9/7 - 9/20</u>

During this initial period we will bring in small groups who are likely prospects for immediate endorsement of the package, as well as a limited number of people/groups who have met with Ira previously and who we need to be a part of the dialogue.

These meetings should be substantive give and take sessions with Ira and Mrs. Clinton should make the pitch for support at the end of each meeting.

The following organizations should be included in this initial phase:

A. Small Business Associations
- NSBU/NAWBO ✓
- SBLC ✓
- NASE ✓
- NMTA ✓
- RV Parks/NLBMDA ✓

B. Grass-Roots (small, mid-size, big)
- Friends of the President
  18 - 23 states; 5 per state; Total 4-5 meetings ✓

- AEA/NVCA/BIO ✓

- Ethnic Groups
  These will occasionally be included with the FOB category, but often that will not be appropriate and we will host separate sessions for each group:
  - Asian ✓
  - African-American ✓
  - Hispanic ✓
  - Jewish ✓
  - European Ethnic ✓

- Realty Industry ✓

- Businesses for Social Responsibility ✓

C. Big Business
- National Retail Federation (9/8) ✓
- Corporate Economic Package Supporters - 80;
  Total 7 meetings ✓
- Periodic Economic Package Supporters (i.e. original, Price Waterhouse Coalition...) - 100
  Total 7 - 10 meetings ✓
- Companies paying for Retirees (to be filled-in)
  ????
- Other major corporations, not included above (BRT, BGRC...)
  ????

This plan could include as many as 40 meetings in the 10 day period.

II. <u>Phase II - 9/22 - 10/31</u>

During Phase II we will both continue small meetings, where appropriate, and host larger briefings similar to those we have held in the past. Included in these briefings will be:

- Fortune 500 Corporations
- Business Associations (Small & Big)
- Fast-Growing Companies
- Women-Owned Companies
- State & Local Chapters:
  - Chamber
  - NAM
  - BRT

Additionally, as noted in Section VII. of our strategy memo, Health Care Reform provides us with an opportunity to begin our Regional Business Outreach. This will be focused on the 18 targeted states and have three components:

- DC Reps of the Largest Employers
- White House Meetings for 35 - 50 Regional Business Leaders
- Field Meetings

In addition to meetings and briefings, there will be events at which it would be beneficial for the President, First Lady, Vice President, Secretary Shalala, or Ira Magaziner to attend(i.e. ABC, BIO, Council of Growing Businesses). Their participation at these events will be critical to recruiting support for the plan.

Two media events should be scheduled for immediately after the plan is introduced:

- NJCRAC Satellite to all Jewish Federations around the country - The President or The First Lady;

- ASAE - Presidents, Editors & Publishers of Newsletters

As always, we will work very closely with Caren Wilcox and the DNC. They will be of tremendous help to us in identifying grass-roots support, not to mention Caren's strong relationships developed both over the years and during the economic package fight.

September 1993

OPL: HEALTH CARE BUSINESS OUTREACH

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2	3	4
5	6 *Labor Day*	7 9:00am Coalition to Preserve Health Benefits (Ira M) ABC *	8 Business Roundtable (Ira M) NSBU & NAWBO * SBLC * NASE * NRF (Ira M)	9 1:00pm Food Marketing Inst (Ira M) NMTA * RV Parks & NLBMDA *	10 Realty Industry * AEA/NVCA/BIO * Bus for Soc Resp * Econ Sup 1 * Econ Sup 2 *	11
12	13 Jewish Business * Econ Sup 3 * Econ Sup 4 *	14 Hewlett Packard (Commerce Rep) Friends 1 * Friends 2 * Econ Sup 5 * Econ Sup 6 * Econ Sup 7 *	15 REAL PEOPLE STORY (POTUS) African Amer Bus * Asian Bus *	16 SMALL BUSINESS EVENT (POTUS) Euro-Ethnic Bus * Hispanic Bus * High Retiree Companies * Rosh Hashanah	17 Friends 3 * Friends 4 * OrigEcon Sup 1 * OrigEcon Sup 2 * Ira's Likely Supporters *	18 RADIO ADDRESS W/ RURAL FOCUS (POTUS)
19 SOUTHERN GOVERNORS CONFERENCE (POTUS)	20 NAM (Ira M) Conference off campus DOCTORS DAY (POTUS) OrigEcon Sup 3 * OrigEcon Sup 4 *	21	22 HEALTH CARE ANNOUNCEMENT (POTUS) *Autumn begins*	23 POST-ANNOUNCEMENT SOUTH LAWN RECEPTION (POTUS)	24 POST-ANNOUNCEMENT BUS TRIP (POTUS)	25 *Yom Kippur* POST-ANNOUNCEMENT BUS TRIP (POTUS)
26	27	28	29	30		

THE WHITE HOUSE

WASHINGTON

August 24, 1993

AUG 25 1993

MEMORANDUM FOR NANCY SODERBERG

FROM: AMY ZISOOK

SUBJECT: STATE DEPARTMENT CONFERENCE - WEDNESDAY, OCTOBER 20

As you may already be aware, the State Department is hosting a "Senior Business Executives Conference" on Wednesday, October 20, at the State Department.

It is my understanding that it is for business executives who do a lot of business in foreign countries.

They have sent me a list of businesses from the previous Administration for my review -- both deletions and additions.

Do you have accurate listings of U.S. companies doing business in every(many) foreign countries? If so, will you please send it to me both for this event and for future events, general information...?

If you need more information, please call me at X2682 or 2930.

Thanks.

cc: Alexis Herman
Steve Hilton

SEPTEMBER 20, 1993 SEP 21 1993

MEMORANDUM FOR MAGGIE WILLIAMS

FROM: AMY ZISOOK

SUBJECT: ATTACHED LETTER FROM H.B. ATWATER, JR., CHRMN & CEO, GENERAL MILLS, INC.

Attached is a letter for Mrs. Clinton from Bruce Atwater following-up on their conversation at the Business Roundtable dinner last week.

Austin Sullivan of his office asked that I get it to Mrs. Clinton.

They would like to work with the administration to arrive at the most workable solutions, particularly on the part-time employee issue, and they are willing to come to DC for meetings....

Please keep us advised.

Thank you.

cc: Alexis Herman w/encl.
Steve Hilton w/encl.
Marilyn Yager w/encl.

GENERAL MILLS, INC. • EXECUTIVE OFFICES
Number One General Mills Boulevard • Minneapolis, Minnesota

H. B. ATWATER, JR.
Chairman of the Board
Chief Executive Officer

September 17, 1993

First Lady Hillary Rodham Clinton
The White House
Washington, D.C. 20500

Dear Mrs. Clinton:

I enjoyed our talk at the BRT dinner last week and appreciate your willingness to revisit the subject of mandatory health care coverage for all part-time workers. Here are some facts on part-timers.

- Part-timers are 19% of the U.S. workforce.
- Most part-timers want part-time work as they are students, young parents, etc.
- Most part-timers work very sporadically. General Mills' average part-time worker works 12 hours per week and is employed for an average of only 4 1/2 months.
- Surveys of part-time retail workers indicate that well over half are already covered with health insurance from their families, schools, etc.
- Part-time work is often the first exposure to the work world and offers both training and upward mobility.

The problem with mandating health care for all part-time workers is both economic and social.

Service businesses employing part-time labor have low margins, and profits per employee are quite slender. The problem from a business perspective is weighing the economic value of a job to an enterprise versus the cost of providing that job. If the cost exceeds the value, the job is no longer sustainable.

The great majority of part-time workers are in the service sector where entry-level jobs have lower economic value. Food service sales per full-time equivalent are only $47,300 per year Manufacturing sales per full-time employee are $157,000 per year.

Your plan appears to acknowledge this dilemma by providing a lower maximum premium cost for small employers with workers whose wages average less than $24,000 per year. The average part-time worker in our restaurant business earns $4,300 per year. Therefore, this is not a large business/small business problem. It's a problem of maintaining a rational economic relationship between the cost of part-time jobs and the profits they contribute.

A mandated health care cost of 7.9% for all part-time workers would remove much of the profit associated with a food service job. Lowering direct wages to offset increased benefit costs in order to preserve the cost/value relationship is not an option with workers whose wages are already low. Price advances, which is the other option for covering increased costs, are difficult in today's economic climate and, under your plan, virtually impossible because of the lower cost structure your plan will give smaller competitors.

At General Mills, our restaurants compete store-by-store with the small single-owner restaurants that constitute 75% of the food service industry. In addition, we note that states are given authority to impose additional taxes on employees to help pay for coverage. If states also adopt policies that differentiate between large and small employers, our competitive disadvantage will be further exacerbated.

We also have serious doubts that the premium caps can remain at the level you propose for very long and may even be breached immediately by the states. If Germans pay a 13% payroll tax to sustain a health care system that consumes 8% of their GDP, it defies logic that premium caps at 3.5-7.5% of wages can pay for a U.S. system that consumes 14% of GDP.

Our only recourse for dealing with the economics your plan dictates is to eliminate jobs. That would be a great pity. The food service sector employs over 9 million people. For many of them, it's their first real job. We offer employment and training to those whose education and skill levels do not qualify them for other work. We also provide jobs and income for students, mothers with school-age kids and others whose lifestyles dictate only part-time work and flexible hours.

Part-time jobs also offer the major social benefit of upward mobility. At General Mills, 30% of restaurant management comes from the ranks of hourly employees, 70% of our restaurant supervisors are women, and 20% are African American or Hispanic. Loss of such jobs may not be troubling to some, but it ought to concern public policy-makers a great deal.

The solution to the part-time worker dilemma is to exempt part-time workers from mandatory health care coverage until they have worked for their current employer for more than six months and are continuing to work at least 25 hours per week. This adjustment would both prevent the severe economic dislocation discussed above and continue to preserve the job training and upward mobility aspects of part-time work.

As you consider the necessary actions to recognize the realities of part-time workers, we would be pleased to participate in any way you feel may be useful.

Yours very truly,

Bruce Atwater

HBA:ks
cc: Ken Thorpe

July 10, 1993

MEMORANDUM FOR ALEXIS HERMAN

FROM: AMY ZISOOK

SUBJECT: "THE FUTURE OF THE AMERICAN WORKPLACE"

We would like to have a White House coordination meeting between Communications, Political, Domestic Policy and OPL so we can plan the President's participation in the Conference.

Communications would like to have the meeting on Wednesday at 1:00 pm. I told them that was unlikely for you and suggested 6:00 pm as an alternative although Ruby did not confirm that time for me.

I think you should participate in this initial meeting. When would you like to do it?

The Labor Department is also trying to schedule a briefing to update all of the above on the status of the conference. I think it should follow the coordinating meeting.

cc: Steve Hilton

(1) NWPCC — Resolution

(2) NACCP —
Lead

(3) Doris

(4) Osmun Co

HHS
(5)

6

(7) Letter

(8) Letter

(9)

July 10, 1993

MEMORANDUM FOR ALEXIS HERMAN

FROM: AMY ZISOOK

SUBJECT: "THE FUTURE OF THE AMERICAN WORKPLACE"

To Ryan / Maggie

We would like to have a White House coordination meeting between Communications, Political, Domestic Policy and OPL so we can plan the President's participation in the Conference.

Communications would like to have the meeting on Wednesday at 5:00 pm. I told them that was unlikely for you and suggested 6:00 pm as an alternative although Ruby did not confirm the time for me.

I think you should participate in this initial ~~meeting~~ 24th 21. When would you like to do it?

The Labor Department is also trying to schedule a briefing to update all of the above on the status of the conference. I think it should follow the coordinating meeting.

cc: Steve Hilton

June 24, 1993

MEMORANDUM FOR ALEXIS HERMAN

FROM: AMY ZISOOK AZ

SUBJECT: BUSINESS EVENTS W/ POTUS
MONDAY, 6/28 - THURSDAY, 7/1

Per our conversations, we will be organizing the following events next week for the President:

1. **NFIB 50th Anniversary Celebration**
   Sunday, June 27 - Tuesday evening June 29
   1,000 people
   Speech

   ACTION

   Please call Marcia Hale to confirm date and time. I recommend Monday.

2. **Small Business Event**
   To show our support for small business with our support for the $25,000 business expense deduction.

   Under ordinary circumstances, this could have been satisfied with the speech to NFIB. However, it would be a kick in the teeth to the small business community that has worked with the Administration and has agreed-to-disagree on the merits of issues to go to an organization that has been unfriendly toward the administration.

   My recommendation is to hold an "off-campus" event at a small business and to invite small business people who are members of the various associations(including NFIB) to be in the audience. A cafeteria or other large work space would be appropriate. Based on our experience with the homebuilding event, we have contacted Legislative Affairs to determine if there is a particular district in the metro area that they would favor. They asked for Steny Hoyer's Maryland District. We made no commitments and do not know for sure if we can fulfill that request, but we will try.

   ACTION

   We need a date assigned to us by Marcia Hale. If this is an off-campus event, I recommend that we request Thursday, again, based on our experience with the homebuilding event. **Please call her with this request.** We will prepare a formal scheduling request, but cannot wait until tonight for an answer.

I will call John Satagaj, Small Business Legislative Council(SBLC) for a location. NSBU, The Chamber, SBLC member associations, Association for the Self-Employed, ASAE, NAWBO, and the SBA will be contacted for lists.

3. **Committee of 200**

Tuesday, June 29, 1993
Indian Treaty Room
3:30 pm

To provide the President with the opportunity to establish a dialogue with America's leading business**women.**

We are doing a briefing on the economic package and health care reform for C200 on Tuesday. We have requested Laura Tyson and Ira Magaziner, as I want the briefing to be done by senior officials.

A formal scheduling request has been submitted for the President to make brief remarks and answer questions for a total of 15 - 30 minutes.

Inasmuch as 99% of our business activities are with white men I think it is extremely important that the President attend this meeting. If the time needs to be altered we will try to accommodate it.

ACTION

Please call Marcia Hale to confirm POTUS attendance.

4. **Real Estate Industry Event**

To show support for the recovering real estate industry and restore the provisions that the Senate did not include in their bill.

This can be an East Room or Rose Garden event because we just did the off-campus homebuilding site event.

The guest list would include, Realtors, Homebuilders, Developers, General Contractors, Engineers, Architects, and building trades labor unions. Each organization would be invited to bring X number of their members.

ACTION

We need a date assigned by Marcia Hale. We will submit a formal scheduling request, but prefer not to wait.

5. **Luncheon with US firms doing business in Japan.**

Wednesday, June 30, 1993

12:00 - 2:00 pm
State Dining Room

2990

To update the business community on our trade discussion and to receive input from them prior to the G7 Summit. 2640

We will invite 50 CEOs who are either, 1) members of the US-Japan Business Council, 2) recommended by Secretary Brown, or 3) members of USTR's ACTPN.

Administration guests:
Vice President Gore
Secretary Ron Brown
Secretary Lloyd Bentsen
Ambassador Mickey Kantor
Mack McLarty
Ambassador Designate Walter Mondale
David Gergen
Alexis Herman
Bob Rubin
Tony Lake
Laura Tyson
Erskine Bowles

10-12

11-2

It is important that **all** interested parties understand that this is your event. The original request came from Secretary Brown, but since it has been sent to you and hosted at the White House, it is controlled by you.

Recommended sequence:

Lunch - 30 -45 minutes
The Vice President introduces The President
The President - Brief Remarks
Questions/Comments

ACTION

You need to review the list for additions/deletion.

We will send an invitation by fax.

Flo will contact Ann Stock regarding arrangements (rounds of 8 - 10 people hosted by Administrations participants).

Flo will arrange for a stenographer inasmuch as no staff will attend (unless you deem otherwise) or this event will double in size.

cc: Steve Hilton
Doris Matsui
Marilyn DiGIacobbe
Flo McAfee
Danny Wexler

OFFICE OF PUBLIC LIAISON
ROUTING SLIP

DATE: 6/14/93

FROM: Amy Zisook

TO:

Amy Zisook	______	Doris Matsui	______
Andrew Morin	______	Flo McAfee	______
Chris Lin	______	Howie Davis	______
Dan Wexler	______	Marilyn DiGiacobbe	______
Dana Wyckoff	______	Mike Lux	______
Paul Jackson	______	Wendy Nishikawa	______
Debbie Fine	______	Ruby Moy	______
Steve Hilton	______	AmH (Other)	✓

THE ATTACHED IS FOR YOUR:

INFORMATION ______

ADVICE ______

ACTION ______

COMMENTS:

AmH
VARIOUS attachments
expressing support of
President;
Press Rel from Jewish
Rels. Adv. Council
re apartheid
See/read highlights
R

Copy to [illegible]
[illegible]

June 10, 1993

The President
The White House
Washington, D.C. 20500

Dear Mr. President:

We support and commend your Administration for its bold approach to correct the serious and chronic U.S. trade imbalance with Japan.

Your challenge to the Japanese Government to reduce substantially its trade imbalance with the rest of the world should lead to almost immediate opportunities to sell competitive U.S. products in Japan and strengthen the global trading system.

The facts are on your side. Despite years of pledges and commitments to previous Presidents, Japan's current trade surplus with the U.S. remains at nearly $50 billion. Automotive trade accounts for nearly two-thirds of that imbalance and projections are that it may increase in 1993. In 1992, Japanese automakers accounted for some 30% of the U.S. auto market and 12% of Europe's, while all foreign manufacturers accounted for less than 3% of Japan's market. And Japanese automakers have used their protected home market profits to fund their expansion into the world's major markets.

Chrysler, Ford and General Motors have active sales and marketing operations in Japan. Each company has strengthened distribution networks, increased advertising expenditures and established technical centers there as well. The vehicles our companies and members produce can compete effectively with any product offered to Japanese consumers and our parts and components with any now purchased by U.S. transplants. But the record suggests little promise for major U.S. gains unless there are fundamental changes in Japanese Government and business practices and measurable indicators to assess increases in U.S. sales opportunities.

The more than 2 million American workers who are building and selling Chrysler, Ford and General Motors' cars, trucks and components are taking on the world. And, as the market share of the three companies grows, so do the number of high quality jobs that can be offered. However, a large and persistent trade deficit with Japan will continue to be an impediment to U.S. economic growth and job creation.

You saw first-hand the spirit, dedication and pride of the workers who build our cars and trucks when you attended the "Drive American Quality" event. Your words of support were appreciated by all of us who have worked hard to build a strong and globally competitive U.S. auto industry. Results of a strong U.S.-Japanese trade policy will create jobs and help get our economy moving. We encourage you to remain firm in your determination to start reducing the chronic U.S. trade deficit with Japan.

Respectfully,

Owen Bieber

Mr. Owen Bieber
President
United Auto Workers

Bob Eaton

Mr. Robert J. Eaton
Chairman
Chrysler Corporation

Harold A. Poling

Mr. Harold A. Poling
Chairman
Ford Motor Company

Jack Smith

Mr. John F. Smith, Jr.
President
General Motors Corporation

Thomas H. Hanna

Mr. Thomas H. Hanna
President
American Automobile Manufacturers Association

** TOTAL PAGE.003 **

Copies . [illegible]
Marilyn

FR: Az

456 2883

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(415) 386-0300

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SAN FRANCISCO, CALIFORNIA 94118

THE FAY IMPROVEMENT COMPANY

FINANCIAL CONSULTING AND BUSINESS VENTURES

P.O. BOX 2831
SAN FRANCISCO, CALIFORNIA 94126-2831

PAUL B. FAY, JR.
PRESIDENT

Tom:
Fyi

Senator George J. Mitchell
Majority Leader of the Senate
S 221
Capitol
Washington, D.C. 20510

20 April 1993

Attn: Patricia Sarcone

Dear George:

After our great victory over Pelosi and Aldinger on the tennis court on Friday everything else seems to pale. Thanks for carrying the old redhead.

As a followup on our discussion about Sam Ginn, let me give you the pertinent information.

Sam is the CEO of Pacific Telesis which through its many subsidiaries has annual revenues exceeding ten billion dollars with a work force of over 61,000.

About three years ago, Sam spent some time at a conference in Napa Valley with Bill Clinton when he was the Governor of Arkansas and they hit it off very well. At a recent gathering of about 80 top executives in Washington D.C., President Clinton went down the line greeting each one individually. When he got to Sam he took a double take and then immediately recalled their meeting three years earlier in Napa.

Sam is a Republican but an American first. He expressed an interest in being of help in an advisory status if the President could use his broad knowledge of the problems in California. Since he doesn't know anybody close to the President to let him know of his interest in helping I said I would discuss it with you. You generously said you would contact the White House and have someone contact Sam to see if there was a mutually acceptable way that he could be of assistance. Sam can be reached at: 415-542-5004

Pacific Telesis Group
Pacific Telesis Center
130 Kearny Street
Room 3716
San Francisco, CA 94108

Great seeing you! Best regards,

Red

Paul B. Fay, Jr.

PBF/che
cc: Sam Ginn

NJCRAC NEWS

Copy → Alexis F NJCRAC

National Jewish Community Relations Advisory Council

443 Park Avenue South
New York, New York 10016.7322

212.684.6950
212.686.1353 Fax

For Immediate Release

JUN 11 1993

Contact: Kenneth Bandler

JUN 10 1993

NJCRAC Hopeful Elections Will End Apartheid in South Africa

(New York, June 4) -- National Jewish Community Relations Advisory Council Chair Maynard I. Wishner issued the following statement today regarding developments in South Africa.

Text of Maynard I. Wishner Statement

The National Jewish Community Relations Advisory Council welcomes the announcement from South Africa that elections will be held in April 1994 to elect a post-apartheid government. That opposition parties and the government together determined a date, on which the country's black majority will be allowed to vote for the first time in South African history, is a significant and encouraging development in the process of abolishing the apartheid system. We hope that the formalization of the elections creates a climate that will facilitate the smooth and successful transition from apartheid to a truly democratic society in South Africa.

The National Jewish Community Relations Advisory Council, comprised of 13 national and 117 community member agencies, is the national coordinating, planning and advisory body for the field of Jewish community relations in the United States.

Copy -> Alexis
F. SBA Town Mtgs

U.S. SMALL BUSINESS ADMINISTRATION
WASHINGTON, D.C. 20416

OFFICE OF THE ADMINISTRATOR

June 9, 1993

Erskine is planning to visit cities across the country this summer to solicit input from business owners on small business issues and lenders on the credit crunch. He will have a Town Hall Meeting in the evening with business owners, the following morning with lenders and that afternoon with SBA field employees. In consideration of selecting a city geographic diversity, the current economic climate and the opportunities for small business growth were evaluated. The following dates and locations have been selected:

Los Angeles, CA	Week of July 12
Cleveland, OH	Week of July 26
Des Moines, IA	Week of August 23
Atlanta, GA	Week of September 13
Portland, OR	Week of September 27
Hartford, CT	Week of October 6
Houston, TX	Week of October 13

We will be inviting the President to participate in the Town Hall Meetings and would like your input on the locations. Is there any particular city you think needs to be included?

We would like to announce the locations and dates as soon as possible and begin to organize the events. Please let me know your thoughts on this by Friday.

Sincerely,

Mary Leslie

THE WHITE HOUSE

WASHINGTON

June 10, 1993

JUN 10 1993

MEMORANDUM FOR ROY NEEL

FROM: ALEXIS HERMAN
SUBJECT: AMERICAN ROAD & TRANSPORTATION BUILDERS ASSOCIATION (ATRBA)

Attached is a copy of a letter from ARTBA to members of the Senate Finance Committee regarding "transportation user fees."

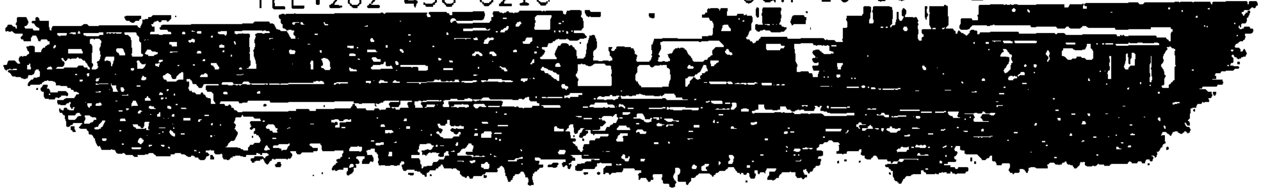
ARTBA was one of the earliest and most ardent supporters of the President's economic plan and the stimulus bill.

It's important that we give them an appropriate hearing.

cc: Howard Paster
Bob Rubin
Michael Levy, Treasury

Ann H
This memo was
sent w/o enclosure.
Everyone has been
calling for enclosure –
So I refaxed calls to Amy
R

OPL. TEL:202-456-6218 Jun 10'93 22:51 No.023 P.01



OFFICE OF PUBLIC LIAISON

Alexis Herman, Director
(202) 456-2930
Fax (202) 456-6218

FACSIMILE TRANSMITTAL SHEET

Number of Pages (Including Cover) 5

To Alexus Herman

Fax Number 2983

Office Number

Date 6/11

From Amy Zisook

*********** COMMENTS ***********

Since you couldn't meet AZ, I asked her to name you,

June 11, 1993

MEMORANDUM FOR ALEXIS HERMAN

FROM: AMY ZISOOK

SUBJECT: MEETING NOTES

I. CEO Lunch - 6/16

The following people are confirmed:
Lod Cook, ARCO, California
Warren Buffett, Berkshire-Hathaway, Nebraska
Gary Drummond, The Drummond Co., Alabama
John Johnson, Johnson Publishing, Illinois
Paul Allaire, Xerox, Connecticut

August Busch and Ronald Compton(Aetna) could not make it and both were very sorry they couldn't change their schedules. I would like to invite them for next week. Compton is a supporter! Ron Allen, Delta, declined. I'm not sure what's up there.

I recommend that we invite the following people:

- Floris Maljers, CEO for Unilever NV. Although it is a foreign-owned company, Unilever NV employs 24,500 people in 27 states in the U.S.. Maljers is vice chair of the European Round Table, the equivalent of the Business Roundtable. Caren and I think that it couldn't hurt to have the CEO of one of the world's largest companies moving around Europe talking about how impressive the President is. Maljers will be in the U.S. for other meetings.

- We have found (3) companies in Oklahoma that would be appropriate: 1.Purolator Products, Roman Boruta, President & CEO; automotive products, $400 million in sales; 3550 employees. 2. Scrivner-Food Holdings, Jerry Metcalfe, CEO; Groceries and related products, $2.5 billion in sales, 8,800 employees. 3. Williams Telecommunications, Roy Wilkens, President; Data communication services, $376 million in sales, 2900 employees.

- Herman Russell, of Georgia would be a good addition. H.J. Russell is the 4th largest African-American owned service company.

- Other friends who I would add this week:
- Walter Elisha, Spring Industries, South Carolina
- Finn Casperson, Beneficial Financial, New Jersey
- Jerry Levin, Time-Warner, New York

Attached is the list from last week for you to look at for any other choices. Are there any strategic changes that favor anyone or any industry?

I need to make these calls today.

2. Health Care

We need to talk about how you want to integrate what we're doing with Marilyn Yager et al. We can do that on Monday.

cc: Steve Hilton

June 3, 1993

MEMORANDUM FOR ALEXIS HERMAN

FROM: AMY ZISOOK

SUBJECT: CEO LUNCH - 6/9/93

I think it is important that we hold next's week's lunch in addition to the President's appearance at the Business Roundtable meeting.

During the next two weeks we have the opportunity to energize our loyal, committed supporters, to recruit additional support for the President's economic plan, and to keep the momentum of last week's vote alive.

At this critical juncture, I think it would be a missed opportunity to not host a luncheon next week.

The following people/states would be appropriate for the next two week's lunches:

Lod Cook, ARCO - California
August Busch, Anheuser-Busch - Missouri
Jerry Levin, Time-Warner - New York
Bob Denham, Salomon Bros. - New York
Warren Buffet, Berkshire-Hathaway; Salomon Bros. - Nebraska
Ernie Green, Shearson-Lehman - New York
Bill Stiritz, Ralston-Purina - Missouri
Diana McArthur, Dynamac - Maryland
Roberto Goizueta, Coca-Cola - Georgia
John Bryson, Southern California Edison - California
Walter Elisha, Spring Industries - South Carolina
Ronald Allen, Delta - Georgia
Leslie Wexner, The Limited - Ohio
Charles Harper, Conagra - Nebraska (there may be a new CEO)
Finn Casperson, Beneficial Corp. - New Jersey
Richard McCormick, US West - Colorado
Paul Allaire, Xerox - Connecticut

Alabama - The Governor has someone he wants us to invite
South Dakota
Oklahoma
Louisiana
North Dakota
Maine
Arizona - Magma Copper, J. Burgess Winter
Dial, John Teets

Nevada - Las Vegas Sun, Brian Greenspun
Florida -Winn-Dixie, A. Dano Davis
W. R. Grace, J. Peter Grace
Connecticut - Tosco, Thomas O'Malley
Aetna Life, Ronald Compton
Wisconsin - Briggs & Stratton, Frederick Stratton, Jr.
Johnson Controls, James Keyes
California - Walt Disney, Michael Eisner
Flour, Leslie McGraw
Rockwell, Donald Beall
Harley-Davidson, Richard Teerlink

cc: Steve Hilton

OFFICE OF PUBLIC LIAISON

COMMUNICATION SLIP

DATE: 3/9/93

TO: ALEXIS HERMAN

FROM: STEVE HILTON

AMH said to tell Steve Richetti. Gave info to DANA to pass on to S Richetti + to let Amy Z know too. 3/9/93

I have forwarded the attached to your attention for the following purpose and priority:

PURPOSE:		PRIORITY	
INFORMATION	✓	URGENT	✓
ADVICE	✓	IMPORTANT	
ACTION		ROUTINE	
MEETING			

COMMENTS:

Bob Healy has been "summoned." We should coordinate w/ Paster and respond quickly.

SMH

MEMORANDUM

MARCH 9, 1993

TO: ALEXIS HERMAN

FR: AMY ZISOOK

CC: MACK MCLARTY
HOWARD PASTER

RE: ARCO

Bob Healy informed me that Senator Bennett Johnston has requested a meeting with him for tomorrow morning.

Bob asked that I get back to him with any updated information regarding the package (i.e. timing, changes, etc.).

Please advise.

R|cc

March 21, 1993

MEMORANDUM FOR MACK MCLARTY

FROM: AMY ZISOOK

SUBJECT: COURTESY MEETING WITH RABBI MARVIN HEIR

Brian Greenspun has asked me to arrange meetings for Rabbi Marvin Heir of the Simon Wiesenthal Center in Los Angeles when he is in Washington on Tuesday and Wednesday of this week (3/24,25).

Rabbi Heir and Brian are extremely close and I would not ask you to do this unless Brian had specifically mentioned you for one of the meetings.

The Center is one of the largest Jewish, Human Rights Agencies and has just inaugurated the Beit Hashoah Museum of Tolerance which commemorates human rights injustices from the Holocaust to the Rodney King beating.

Rabbi Heir apparently has had close relationships with the past few administration and would like to work closely with us as well. He met the President during the campaign.

Please let me know if you have 10 minutes to spend with Rabbi Heir on either of these days.

Thanks.

cc: Alexis Herman

RL/cc

March 21, 1993

MEMORANDUM FOR ROY NEEL

FROM: AMY ZISOOK

SUBJECT: VICE PRESIDENT GORE - COURTESY MEETING WITH RABBI MARVIN HEIR

Brian Greenspun, a very close friend of The President, has asked me to arrange meetings for Rabbi Marvin Heir of the Simon Wiesenthal Center in Los Angeles when he is in Washington on Tuesday and Wednesday of this week (3/24,25).

Rabbi Heir and Brian are extremely close and I would not ask The Vice President to do this unless Brian had specifically asked me to arrange the meeting.

The Center is one of the largest Jewish, Human Rights Agencies and has just inaugurated the Beit Hashoah Museum of Tolerance which commemorates human rights injustices from the Holocaust to the Rodney King beating.

Rabbi Heir apparently has had close relationships with the past few administration and would like to work closely with us as well. He met the President during the campaign.

Please let me know if The Vice President has 10 minutes to spend with Rabbi Heir on either of these days. If not, can you spend 15 minutes or so with him?

Thanks.

cc: Alexis Herman

Ann H's

March 21, 1993

MEMORANDUM FOR MACK MCLARTY

FROM: AMY ZISOOK

SUBJECT: COURTESY MEETING WITH RABBI MARVIN HEIR

Brian Greenspun has asked me to arrange meetings for Rabbi Marvin Heir of the Simon Wiesenthal Center in Los Angeles when he is in Washington on Tuesday and Wednesday of this week (3/24,25).

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Rabbi Heir apparently has had close relationships with the past few administration and would like to work closely with us as well. He met the President during the campaign.

Please let me know if you have 10 minutes to spend with Rabbi Heir on either of these days.

Thanks.

cc: Alexis Herman

R|cc

March 21, 1993

MEMORANDUM FOR ALEXIS HERMAN

FROM: AMY ZISOOK

SUBJECT: ETHNIC GROUP ACTIVITIES

Attached is a draft memo that I would like for you to send to the Senior Staff.

I. BACKGROUND

We are not being consulted on events relating to the Jewish community.

As much as I would prefer to spend 99% of my time on Business, my/our credibility is jeopardized within the community if other departments are arranging things without our knowledge and consultation.

In addition to the Warsaw Ghetto Uprising event, we have not been consulted regarding the activities surrounding the Holocaust Memorial Museum opening.

Sara Ehrman and I have given great thought to the things we would like to do on that day (note memo to you 2-26-93). We need to be brought into the process.

II. ACTION

One recommendation that I have to solve this problem is to have a meeting with The National Security Council, The State Department and OPL to introduce our Ethnic Constituency Directors to the appropriate representative from those department. This would make future coordination much smoother.

PLEASE ADVISE ON HOW TO PROCEED.

DRAFT

TO: ALL SENIOR STAFF

FROM: ALEXIS M. HERMAN

SUBJECT: ETHNIC CONSTITUENCY OUTREACH

The Office of Public Liaison handles all outreach with constituency groups including ethnic groups.

Please coordinate all activities relating to these groups (i.e. Greek-American Day, Presidential Delegation to Commemoration of Warsaw Ghetto Uprising, Holocaust Memorial Museum Opening, etc.) with my office.

Your cooperation is greatly appreciated.

OFFICE OF PUBLIC LIAISON
COMMUNICATION SLIP

93 MAY 8 P8:33

DATE: 5/8

variety of memos from Amy

TO: ALEXIS HERMAN

FROM: STEVE HILTON

MAY - 9 1993

I have forwarded the attached to your attention for the following purpose and priority:

PURPOSE:		**PRIORITY**	
INFORMATION	✓	URGENT	
ADVICE		IMPORTANT	✓
ACTION		ROUTINE	
MEETING			

COMMENTS:

Health Care + NAW issues

May 8, 1993

MAY -9 1993

MEMORANDUM FOR MARJE TARMEY

FROM: AMY ZISOOK

SUBJECT: BUSINESS MEETINGS FOR IRA MAGAZINER

Per our discussion this week, the following business meetings are scheduled. Alexis Herman and or I will observe each of these meetings:

All meetings are in Ira's office unless otherwise indicated.

Saturday, May 8 - Washington Business Group on Health
3:30 pm

Tuesday, May 11 - SBA Award Winners - Small Group Discussion
3:00 pm

Wednesday, May 12 - National Association of Manufacturers
~~9:00~~ am
8:30 (please notify me of site)

Friday, May 14 - Chamber of Commerce
10:00 am

We need to begin scheduling the weeks of May 17 and May 24.

Please let me know when you are available to do that. Thanks!

cc: Alexis Herman
Steve Hilton
Mike Lux
Molly Brostrom

May 8, 1993

MEMORANDUM FOR ALEXIS HERMAN

MAY - 9 1993

FROM: AMY ZISOOK az

SUBJECT: NATIONAL ASSOCIATION OF AUTO DEALERS

I met with the Chairman, Jim Lust of South Dakota, the President, McCarthy, based here, and Jack Caldwell of Little Rock, formerly Hope, AR, with Secretary Pena and several Assistant Secretaries on Thursday.

I requested this meeting several months ago, as a courtesy to Jack Caldwell.

It was a productive and congenial introductory meeting.

Most of the dealers are small businesses and they have many of the same concerns -- regulatory relief, health care, etc.

No follow-up is required from this meeting, but I will try to get them involved in our long-term strategy.

cc: Steve Hilton

May 8, 1993

MEMORANDUM FOR ALEXIS HERMAN

MAY - 9 1993

FROM: AMY ZISOOK AZ

SUBJECT: HEALTH CARE MEETING WITH NAM

Mike had a good meeting with Jerry Jasinowski and Sharon Kanter

Jerry started the meeting with his usual "this is going to cost too much", but left more comfortable with the $75 billion total - $10 billion in new taxes and $65 billion in payroll fees.

He stated three potential pitfalls/opportunities:

- Cadillac Program -- don't try to make everything available in the plan

- Cost -- don't lose the focus of keeping costs down

- Small Business -- give specifics on how they'll benefit in light of mandate (Workers' Comp., Phase-In...)

These are all legitimate concerns.

Of course with Jerry it's a little difficult to know exactly where his head is, but he appears willing to work with us on this one. We should keep him highly informed along the way, so he has no excuses at the end!

Ira is speaking to their "breakfast group" on Wednesday (I believe it's now at 8:30 am). I intend to go. Do you?
(SBA Rose Garden event at 11:00 a.m.)

cc: Steve Hilton
    Mike Lux

May 7, 1993

MAY - 9 1993

MEMORANDUM FOR DAVID DREYER

FROM: AMY ZISOOK

SUBJECT: CHICAGO SPEECH ON TUESDAY

I have heard that the President is speaking at Fenton High School, Bensonville, IL on Tuesday -- School District 100.

The community of Bensonville, including District 100, has been awarded a grant from the "The New America School" Corporation. This award goes to communities that are developing ways to revamp their public education system.

High School District 100 has dropped out of the program. The elementary school districts remain in the program.

I wanted to point this out in case the President intended to discuss this program during his speech.

If you have any questions, I can reach someone with additional information.

cc: Alexis Herman
Steve Hilton
Doris Matsui

OFFICE OF PUBLIC LIAISON
COMMUNICATION SLIP

93 MAY 8 P8:33

DATE: 5/8

TO: **ALEXIS HERMAN** MAY -9 1993

FROM: **STEVE HILTON**

I have forwarded the attached to your attention for the following purpose and priority:

PURPOSE:		PRIORITY	
INFORMATION		URGENT	
ADVICE	✓	IMPORTANT	✓
ACTION	✓	ROUTINE	
MEETING			

COMMENTS:

See Amy's comments

FR: *GEORGE STEPHANOPOULOS*

DATE: 4/27/93

TO: ALEXIS HERMAN

RICKI SEIDMAN
DEE DEE MYERS
JEFF ELLER
DAVID DREYER
BOB BOORSTIN
MICHAEL WALDMAN
KEITH BOYKIN
ANN WALKER
DAVID KUSNET
RAHM EMANUEL
MACK McLARTY
MARK GEARAN
TONY LAKE
BRUCE LINDSEY
HOWARD PASTER
BERNIE NUSSBAUM
JOHN PODESTA
CAROL RASCO
MAGGIE WILLIAMS
MARCIA HALE
BOB RUBIN

FOR YOUR:

INFORMATION ___
ACTION ___
COMMENTS X

Danny & AMH

AMH

I think that George & Dee Dee should do this, az

MAY -3 1993

Dan

Amy?

Danny

MOMENT

3000 Connecticut Avenue, N.W.
Suite #300
Washington, D.C. 20008

(202) 387-8888
Fax: (202) 483-3423

8 April 1993 17 Nisan 5753

Maria Mercedes Tio, Director
Specialty Press
Office of Media Affairs
The White House

Dear Maria,

I'm glad we had the opportunity to speak earlier this week. Enclosed is the letter I sent to George Stephanopoulos requesting a meeting to discuss a White House briefing with the President. We have not heard from his office, but am delighted to work with you on this project.

This is what we had in mind: The American Jewish Press Association annual convention will attract the 100 top Jewish editors and publishers. We would like to arrange for a 15 minute press conference with the President in the West Wing where the regular White House press briefing is held. Following the President, we hoped that either NSC staff Sandy Berger or Martin Indyk would be available for a briefing and Q & A.

We would be available at anytime on June 16-17 and the first half of June 18. This is a wonderful opportunity to mobilize the Jewish community on behalf of specific programs the President is initiating. While the AJPA is concerned about issues such as Israel and the peace process, our newspapers and magazines reflect a broader agenda.

If you have any questions, please feel free to call. My unlisted home number is 301-593-1994. Looking forward to hear from you soon.

Sincerely,

Yosef I. Abramowitz
Associate Editor,
Moment Magazine

THE WHITE HOUSE

WASHINGTON

M E M O R A N D U M

MAY 12 1993

TO: Ira Magaziner
Sr. Advisor to the
President on Policy Issues

FROM: Amy Zisook
Special Assistant to the
President
Office of Public Liaison

DATE: May 12, 1993

RE: Detroit Chamber of Commerce

CC: Alexis Herman
Steve Hilton
Mike Lux
Caren Wilcox, DNC

Larry Owen, the campaign's Michigan Finance Chair, asked me to send this along. He thinks it would be a good opportunity for you or someone else senior from the Task Force. I don't know what kind of travel you have in the plan, but wanted you to be aware of this one. Please let me know what the plan is. Thanks!

file

Greater Detroit Chamber of Commerce

600 West Lafayette Boulevard
Detroit, Michigan 48226
(313) 964-4000

FAX (313) 964-0531

March 15, 1993

Mr. Ira Magaziner
Senior Advisor to the President
for Policy Development
The White House
Executive Office Building, Room 216
Washington, D. C. 20500

Dear Ira:

On behalf of the Greater Detroit Chamber of Commerce, I am pleased to invite you to participate in the Chamber's 13th annual Mackinac Conference, June 3-6, 1993. Your presentation at last year's Conference was outstanding. Several Chamber members have indicated an interest in having you speak again to address the health care issue, specifically President Clinton's health care proposal. It would be an honor to have you address Conference participants during lunch on Friday, June 4, at approximately 12:30 p.m. We can arrange a mutually agreeable time during the Conference if this conflicts with your schedule.

As you know, the Mackinac Conference is held at the Grand Hotel on Mackinac Island and is the premiere public policy conference in Michigan. The theme for this year's conference is "Challenges To Southeast Michigan's Competitiveness." We anticipate approximately 600 top corporate and public sector leaders to be in attendance.

Confirmed featured speakers and panelists so far are Robert J. Eaton, Chairman and CEO of Chrysler Corporation; Michigan Governor John M. Engler; Alfred R. Glancy, Chairman of Michigan Consolidated Gas Company; Democratic Leader Representative Curtis Hertel; Republican Leader Representative Paul Hillegonds; Richard Manoogian, Chairman of Masco Corporation; Patrick Nowak, Director of the Michigan Department of Transportation; and Richard Pogue, Managing Partner of Jones, Day, Reavis & Pogue-Cleveland.

Please find enclosed the two editions of our "Mackinac Straight Talk" which provides highlights from the 1992 Conference.

We would be pleased to have you join us for the entire conference which will begin at 3:00 p.m. on Thursday, June 3 and conclude with dinner on Saturday, June 5. Your presence will be an asset to the Chamber's Conference.

Catherine McCuish, Vice President of Government Relations for the Chamber will contact you in the near future. In the meantime, if you have any questions please feel free to call her at (313) 596-0325 or myself at (313) 237-8800.

Sincerely,

John

John E. Lobbia
Chairman
1993 Mackinac Program Committee

Chairman, President & CEO
The Detroit Edison Company

enclosures

cc: Congressman John Dingell
Senator Carl Levin
Richard Lesher, USCC
Frank E. Smith, GDCC

RMH's

March 21, 1993

MEMORANDUM FOR BRUCE REED

FROM: AMY ZISOOK

SUBJECT: COURTESY MEETING WITH RABBI MARVIN HEIR

Brian Greenspun, has asked me to arrange meetings for Rabbi Marvin Heir of the Simon Wiesenthal Center in Los Angeles when he is in Washington on Tuesday and Wednesday of this week (3/24,25).

Rabbi Heir and Brian are extremely close and this is very important to him.

The Center is one of the largest Jewish, Human Rights Agencies and has just inaugurated the Beit Hashoah Museum of Tolerance which commemorates human rights injustices from the Holocaust to the Rodney King beating.

Rabbi Heir apparently has had close relationships with the past few administration and would like to work closely with us as well. He met the President during the campaign.

Please let me know when you on those days you could find 20 minutes to spend with Rabbi Heir.

Thanks.

cc: Alexis Herman

March 21, 1993

MEMORANDUM FOR ROY NEEL

FROM: AMY ZISOOK

SUBJECT: VICE PRESIDENT GORE - COURTESY MEETING WITH RABBI MARVIN HEIR

Brian Greenspun, a very close friend of The President, has asked me to arrange meetings for Rabbi Marvin Heir of the Simon Wiesenthal Center in Los Angeles when he is in Washington on Tuesday and Wednesday of this week (3/24,25).

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Rabbi Heir apparently has had close relationships with the past few administration and would like to work closely with us as well. He met the President during the campaign.

Please let me know if The Vice President has 10 minutes to spend with Rabbi Heir on either of these days. If not, can you spend 15 minutes or so with him?

Thanks.

cc: Alexis Herman

RCC

February 26, 1993

TO: Alexis Herman
FR: Amy Zisook
RE: Jewish Community

As you know, the Jewish community can play a key role in supporting the policies of the administration. They are one of the best organized, most active and well-funded constituencies.

The community voted approximately 85% for President Clinton in the election and contributed in tremendous excess of their portion of the electorate.

1. Because they are so well organized, we have more requests for White House briefings, speakers, etc., from Jewish groups than most likely any other individual constituency. Herein lies our problem:

We are having enormous difficulty scheduling speakers for these events. It is my assumption, that most people in the administration (Jewish and non-Jewish alike) do not understand that most of these organizations are grass-roots in nature, care more about domestic policy than foreign policy and can be of great help to us.

I need to enlist your help....I don't know whether it is general or specific in nature, but people in the administration, both in the White House and the agencies, need to be told that we would not ask them to participate in frivolous events (well, most of the time). Most of the briefings that we schedule are for strategic reasons regardless of whether they have been initiated by us or are in response to a request from outside.

2. Briefing on Secretary Christopher's trip to Middle East

Sometime in the next week we should arrange for Warren Christopher to brief leaders of the Jewish community on his trip. My understanding from Sara Ehrman is that he is ready, able and willing to do this, but a formal request should come from us. This could be held in the State Department auditorium. Because of her extensive contacts and relationships with the community, Sara can do most of the leg-work on inviting people to the briefing. She and I haver already compiled a list of guests to invite.

3. Prime Minister Rabin trip to Washington -- March 15

In connection with the Rabin trip, we may want to consider having a White House reception (it is my understanding there will be a working dinner not a State dinner).

Although it comes on the heals of the Christopher briefing, it would enable us to bring in a larger group of people.

4. Holocaust Memorial Museum Opening - April 22

My understanding is that the President and Mrs. Clinton have committed to attend the dedication of the museum. I expect that Vice President and Mrs. Gore will attend as well. The ceremony is late morning.

I would like for President and Mrs. Clinton to host a Rose Garden reception for the Holocaust survivors and major donors to the museum that afternoon.

Please let me know what you think about each item!

Thanks!!!

May 19, 1993 MAY 20 1993

MEMORANDUM FOR ALEXIS HERMAN

FROM: AMY ZISOOK *az*

SUBJECT: LOUISIANA AND NORTH DAKOTA OPINION LEADERS - **REVISED**

Following-up on our conversation this afternoon, I recommend that we hold North Dakota & Louisiana opinion leader meetings next Thursday and Friday.

In order for these to be successful, **you** need to convene a meeting of all departments - Scheduling, VP, Legislative, Intergovernmental, Political, Communications, Media, Cabinet, and the DNC to coordinate the day's activities.

We must have a clear agenda of what we intend to do prior to that meeting.

The meeting should take place no later than this Friday if we are going to do it next week.

As we previously have discussed, these meetings would be several hours in duration, ideally starting late enough and ending early enough in the day so that people would not need to spent the night in Washington. They would include briefings by Senior Administration officials, and sometime with The President and the Vice President. Following the briefings, some or all of the participants would do media interviews to their home state outlets.

Lunch would need to be served. What is the budget allocation?

A sample schedule:

11:00 am Economic Package
Bob Rubin, Secretary Bentsen, Gene Sperling, Bo Cutter, Leon Panetta, or Roger Altman

11:45 am Health Care
Mrs. Clinton, Secretary Shalala, Ira Magaziner, Judy Feder ....

12:30 pm Lunch
The President

1:30 pm Other
Reinventing Government
Domestic Policy
NAFTA

Region Specific Subject(s)

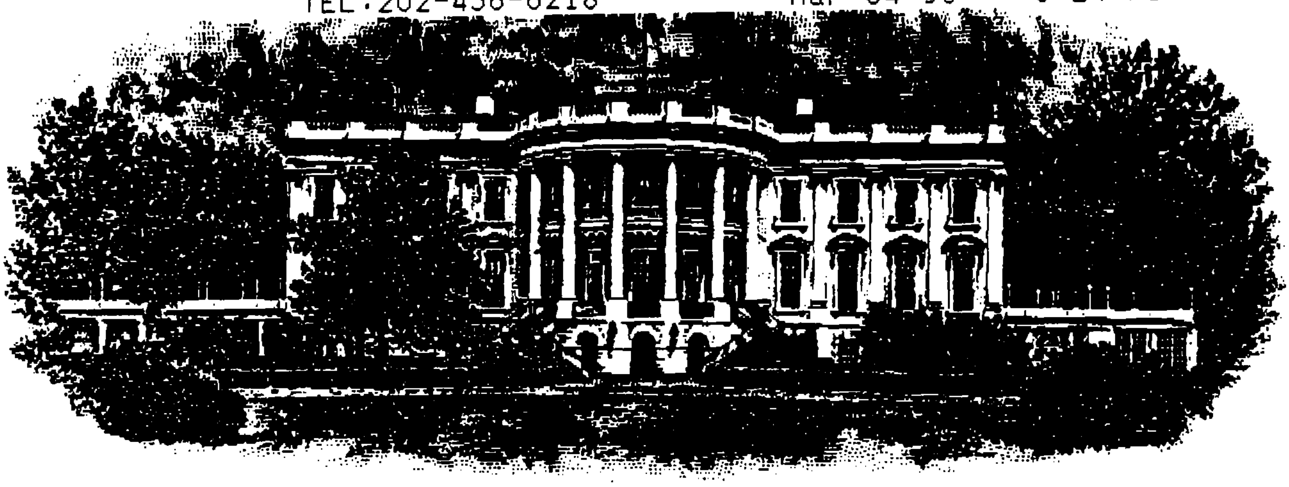
2:30 pm Adjourn to Stakeout

For these to succeed we need a commitment on The President's schedule 1 week in advance and a commitment from all departments to provide us with senior officials.

We have a list for Louisiana which was assembled by the DNC some months ago. It appears to be to be very incomplete. I will call Craig Smith today for additions to that list and for a North Dakota list as well as preparing lists for the additional target states.

Do you wish to proceed?

cc: Steve Hilton
Doris Matsui
Mike Lux



OFFICE OF PUBLIC LIAISON

Alexis Herman, Director
(202) 456-2930
Fax (202) 456-6218

FACSIMILE TRANSMITTAL SHEET

Number of Pages (Including Cover) 4

To Alexis Herman

Fax Number ______

Office Number ______

Date ______

From LUX

*********** **COMMENTS** ***********

AME	ORGANIZATION	PHONE #	FAX #
M Allen	AFL-CIO	429-1184	332-2413
B HARMAN	AFSCME	429-1133	429-1084
J. Cannistra	NY State Assembly		
J. Bergeron	Nat'l Urban League	898-1604	682-0782
Nancy Hirsh	Energy Conservation Coalition	301-891-1104	301-891-2218
SANDI Wuetz	Nat'l Council of Comm. Mental Health Ctrs	202 842-1240	202 842-1247
Nancy Bernstine	Council of Large Public Hsg. Authorities	202 783-5720	(202) 783-5309
Cynthia Woodside	NASW	202 336-8324	202 336-8310
MARK HARRISON	GBCS / UMC	(202) 488-5645	(202) 488-5639
LEON SHULL	Amer. For Democratic Action	785-5980	
Deborah Austin	Nat. Low Income Housing Coal.	662 1530	393 · 1973
Elise Caplan	Center for Resource Economics	667-6982	232-2592
Julie Yourdovin	American Arts Alliance	737-1727	628-1258
Ralph Tabor	NACo	393-6226	
Bob Fogel	NACo	"	
DAN WILSON	NYC	393-3903	347-6807
Marilina Sanz	NYC	393-3903	"
Bill Daly	"	"	"
Helen Mathis	"	393-3903	"
Art Branch	NYC	393-3903	"
Ellen Vollinger	FRAC	986-2200	986 2525
Nancy Willis	APA	872-0612	872-0643
Elizabeth Friedman	Union American Hebrew Congregations	387-2100	667-9070
Marty Ford	the Arc	202-785-3388	202-467-4179
Holly Gaylord [illegible]	NWLC	202 328 5160	328 5137

'AME	ORGANIZATION	PHONE #	FAX #
Jennifer Vasiloff	Coalition on Human Needs	342 0726	342 1132
Karen Lightfoot	Center on Budget & Policy Pr.	408-1080	408-1056
Bud Kanitz	Nat'l Neigh Coal	289-1551	289-8173
Eileen Sweeney	Children's Defense Fund	662-3586	662-3540
Gilbert Brown	Presbyterian Church (USA	703-893-6376	
Al Garcia	Child Welfare League	638-2952	638-4004
Kathy Bond	BFW	269-0200	529-8546
Barbara Howell	"	"	"
Marion Morris	NAHRO	429·2960	429·9684
Susan Landers	NASW	336-8213	336-8312
Walter Owensby	Presbyterian Church	543-1126	543-7755
Roger Kosson	AS Congress	332 4001	387-3484
Peggy Comfrey	Jesuit Social Ministries	462-7008	328-9212
Rindy O'BRIEN	FAMILIES USA	628-3030	
[illegible]	[illegible]	[illegible]	[illegible]

MARCH 18, 1993

INFORMATION

MAR 19 1993

MEMORANDUM FOR ALEXIS HERMAN

FROM: AMY ZISOOK AZ

SUBJECT: "THE FUTURE OF THE AMERICAN WORK PLACE"

I. Summary

Dept. of Commerce and Dept. of Labor have initiated a conference to be held the end of May on "The Future of the American Work Place."

The focus is on high-performance work places.

II. Discussion

Decision was made to hold the conference in Chicago (I even abstained!).

We have not determined the actual size and format of the event -
-How similar or dissimilar should it be from Little Rock?
-What will the President's role be?
-Who will be invited?

III. Conclusion

This is an example of the big picture projects that I need to spend more time focussing on.

I think it is extremely important that The White House play a major role in this conference and The Office of Public be the lead player. As usual, we were brought in after the others had met and we're playing catch-up.

Attached for your perusal are the materials distributed to the group for review and discussion.

cc: Steve Hilton w/encls.

MARCH 18, 1993

INFORMATION

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cc: Steve Hilton w/encls.

MEMORANDUM

TO: Joan Baggett
Julia Moffitt
Bonnie Deane
Kathy Way
Amy Zisook

FROM: Rob Portman

CC: Rob Stein
Derek Shearer
Suzie Tichenor
Jonathan Sallet
Kitty Higgins
Michael Warren
Debby Goldberg
Mary McKay
Jim Van Erden
Stephanie Swirsky
Donna Green

DATE: March 15, 1993

RE: Conference on Future of the American Workplace

Staff from Labor and Commerce met last week to discuss the Conference on the Future of the American Workplace. Two of the principal issues raised were date and location.

Labor and Commerce agree that late May would be preferable to July. (The only date in late May that Secretary Reich is currently not available is May 23.) We also favor holding the conference in Chicago rather than Minneapolis, Pittsburgh, or upstate New York. Chicago is centrally located and has a larger media market, more high performance companies, and a more diverse industrial and service base than the other choices. In addition, the Mayor's office in Chicago could be of tremendous assistance in organizing, conducting, and perhaps funding the conference.

On the funding question, we are looking into the possibility of obtaining support from foundations and other private contributors. Any advice you can provide on this issue would be greatly appreciated.

We have scheduled our next planning meeting for Tuesday, March 16 at 1:00 p.m. (note the time change from 11:00 a.m.) in the Deputy Secretary's Conference Room in S2018 at the Department of Labor. (This is the same room as last time.) Please call me at 219-6045 if you cannot attend. Thanks.

RMP

RMP30315.MEM

~~CONFIDENTIAL~~

-- D R A F T --
March 16, 1993

CONFERENCE ON THE FUTURE OF THE AMERICAN WORKPLACE

PRELIMINARY WORKPLAN

DETERMINED TO BE AN ADMINISTRATIVE MARKING INITIALS: M DATE: 7/17/12
2012-0791-F

I. Planning Group

A. Labor
1. Rob Portman -- 219-6045
2. Michael Warren -- 219-8271
3. Debby Goldberg -- 219-8271
4. Mary McKay -- 219-6045
5. ETA
a. Jim Van Erden -- 219-6540
b. Stephanie Swersky -- 219-5769
c. Debi Reich -- 219-5769

B. Commerce Dept.
1. Derek Shearer -- 482-3523
2. Suzie Tichenor -- 482-4625

C. White House
1. Joan Baggett (PA) -- 456-6257
Fax -- 456-7929
2. Julia Moffit (Comm.) -- 456-7151
Fax -- 456-6485
3. Bonnie Deane (NEC) -- 456-2800
4. Kathy Way (DPC) -- 456-7777
Fax -- 456-7739
5. Amy Zisook (PL) -- 456-2930
6. Marcia Hale (Schedule)

D. Small Business Administration?

II. Location/Logistics

A. City -- Pick a city and place
1. DC Proper
2. DC area
3. Outside the Beltway
a. Chicago
b. Minneapolis
c. Pittsburgh

B. Length of Conference -- 1-2 days

C. Expected Attendance
   1. Core participants -- 50
   2. Observers -- 300+

D. Logistics
   1. Conference Space
      a. Govt. v. Private
      b. Large central meeting room w/horseshoe or circular conference table and pavilion seating
      c. Other Meeting/Breakout Rooms
      d. Dining/Reception facilities
      e. Media accommodations
      f. Regional satellite facilities?
      g. Parking
      h. Public transportation

   2. Room Block
   3. Food/Drink/Water/Snacks -- catering
   4. Security
   5. Computer facilities
   6. Communications equipment
   7. War room/office space
   8. Presentation equipment
      a. Audiovisual equipment
      b. Charts/Easels
      c. Microphones/sound system

E. Coordinate with local elected officials if outside the Beltway

III. Outreach

A. Contacts
   1. Co-chairs of Collective Bargaining Forum
      a. Paul O'Neill
      b. Lynn Williams
   2. Lane Kirkland representative (Brian Turner?)
   3. Tom Kochan
   4. Tom Schneider (Restructuring Associates)
   5. Jerry Jasinowski
   6. NFIB representative
   7. Minority Business Association representative
   8. Joe Lehman?
   9. National Governor's Association
      a. Tim Masanz -- 624-5311
      b. Evelyn Ganzglass -- 624-5300
   10. Economic Policy Institute
      a. Roger Hickey -- 775-8810
         FAX -- 775-0819
      b. Eileen Applebaum
      c. Larry Mishel

11. Businesses for Social Responsibility
    a. Michael Levitt
    b. Kathy Grimes -- 872-5206
       FAX -- 872-5227

B. Advise on:
   1. Invitation List
   2. Format
   3. Agenda
   4. Goals
   5. Products

IV. Problem/Solution/Purpose/Goals

A. Identify Problem
   1. Income Disparity (Top 25 v. Bottom 75)
   2. Plight of noncollege-educated workers
   3. Structural unemployment
   4. New global economy

B. Solution -- High Performance Workplace
   1. Workers = assets, not costs
   2. Team based work strategies
   3. High value over high quantity
   4. Good wages, good benefits, job security for workers
   5. High performance/productivity/profits for management/shareholders

C. Purpose of Conference
   1. Assemble business/labor/government/experts
   2. Discuss success stories
   3. Identify strategies for encouraging more firms to adopt high performance practices
   4. Demonstrate commitment by Clinton Administration to business/labor/government partnership

D. Challenge/Goals
   1. Encourage more companies to adopt high performance practices.
   2. Prepare workers to work in such companies
   3. Educate firms about benefits of high performance practices
   4. Government as facilator and educator through public strategies
   5. Business/Labor partnership as driving force (e.g., through union-trade association collaborations)

V. Develop Proposed Invitation List

A. High Performance Companies -- separate list
   1. Large

2. Mid-size
3. Small
4. Manufacturing
5. Service
6. Domestic v. International

B. Labor -- separate list

C. Academia -- separate

D. Consultants -- separate list

E. Trade Associations/Societies -- separate list

F. Interest Groups
   1. Minority Groups
   2. Women's Groups
      a. American Women's Economic Development Corp.
   3. Others

G. Federal/State/Local Government Organizations
   1. Congress
      a. Senate Labor -- Kennedy
      b. House Labor -- Ford

   2. Executive Branch
      a. Secretary Bentsen
      b. Laura D'Andrea Tyson
      c. Robert Rubin
      d. Leon Panetta/Alice Rivlin
      e. Ira Magaziner
      f. Other Cabinet Secretaries?
      g. SBA

   3. State/Local
      a. National Governor's Association -- Sally Sachar 624-7823
      b. NACO
      c. U.S. Conference of Mayors

H. International

I. Consult with:
   1. Little Rock Planners
   2. ETA/other DOL staff/contracts
   3. Commerce/NIST
   4. SBA
   5. Steering Committee
   6. Collective Bargaining Forum
   7. NAM/Business Roundtable
   8. Economic Policy Institute
   9. U.S. Chamber of Commerce

10. Business for Social Responsibility
11. National Governor's Association
12. Interviews with business, labor, industry -- develop list
13. Interviews with academics/consultants -- develop list

VI. Send Out Invitations

A. By Telephone

B. In writing
   1. Written invitation
   2. Preliminary program description

C. Follow-Up
   1. Confirm attendance
   2. Materials provided by participants
   3. Get Bios

VII. Funding/Budget

A. How was Little Rock Conference funded?

B. Options
   1. Public funding --
      a. White House
      b. DOL contract funds
         (1) Check with Solicitor
         (2) Restrictions
         (3) Amount
      c. Commerce
      d. NGA
   2. Registration fees -- Probably NOT
   3. Grants from non-profit organization/foundation
   4. Private contributions???
   5. Joint Public/Private

C. Budget items
   1. Travel expenses -- limited
   2. Facility fees
   3. Food/Drink -- very limited
   4. Reception -- very limited
   5. Background Materials
   6. A/V Equipment
   7. Communications Equipment
   8. Presentation Equipment
   9. Computers/Printers
   10. Security
   11. Duplicating
   12. Printer costs
   13. Binder Materials etc.

14. Pens, paper, other supplies
15. Conference I.D.s
16. Other registration expense
17. Professional writer

VIII. Research/Background Materials

A. ETA Materials
   1. TEAMS
   2. The New Workplace
   3. Case Studies
   4. Other materials

B. Additional Background/Research on High Performance Work Organizations
   1. Develop bibliography
   2. Interview academics, consultants, industry/labor leaders, etc.
   3. Assemble key articles, books, reports, studies
   4. Develop statistical evidence of benefits of HPWP
   5. Little Rock materials

C. Documents to be prepared
   1. Background document
      a. Problem
      b. Solution
      c. Strategies
   2. Purpose Statement
   3. Structured Agenda
   4. Conference plan/script
   5. Summary of literature
   6. Case studies
   7. Bibliography -- Key articles/reports/studies
   8. Participants list, bios
   9. Conference Program/Presenters List
   10. Remarks for WJC, RBR, RHB
   11. Questions/Issues/Model responses

IX. Media/Communications

A. Announcement

B. Develop Message, Themes
   1. Frank Greer

C. Media Plans
   1. National
   2. Grass roots

D. Preliminary Press Conference

E. RBR/RHB media appearances prior to conference

F. Coverage of conference
   1. C-Span/PBS gavel-to-gavel coverage
   2. News coverage from other networks and local affiliates
   3. Nightline/Town Meeting
   4. Print media -- national/local
   5. Interviews of key participants -- national/local

X. Format/Agenda

A. Statement of Problem
   1. President -- Opening Remarks
   2. RBR -- announce
      a. National Center for the Workplace
      b. National Workforce Assistance Collaborative
   3. RHB -- announce technology initiatives

B. Background on High Performance Workplace
   1. Academic/Consultant presentation --
      a. State of Workforce/Old Model
      b. New Model
   2. Statistical Evidence -- link HPWP to high profitability and enhanced competitiveness

C. Presentation of Success Stories
   1. Management presentations
   2. Labor presentations
   3. Presentations by individual worker(s)
   4. Government perspective

D. RBR/RHB "Fred Friendly Roundtable Discussion"
   1. Rotating interdisciplinary Panels of 15-20 people
   2. Charts/easels etc
   3. Several hundred observers
   4. Identify key issues
   5. Focus on strategies for promoting HPWPs
   6. PBS Show
   7. C-SPAN coverage
   8. Satellite hook-ups

E. Nightline Town Meeting
   1. Moderated by Ted Koppel
   2. President, RBR, RHB attend
   3. Panelists on stage
   4. Diverse audience participation
   5. Satellite hook-ups

F. Concluding Discussion
   1. President closing remarks
   2. RBR/RHB summarizing remarks

G. Conference Evaluations

XI. Products and Follow-Up

A. Report/Recommendations

B. Long-Term Agenda

C. Legislation/Regulations/Tax Credits

D. RBR/RHB Field Hearings, Follow-Up Conferences, Regional Town Meetings

E. PBS "Fred Friendly" Show/Video

F. Other Public Education Efforts

G. National Center for the Workplace
   1. Business, Labor, Government faculty
   2. Training Center

H. National Workplace Collaborative

I. Occupational Training Standards
   1. Federal-State system of standards for occupational skills.
   2. National system of accrediting training providers for occupations that do not require a college degree.
   3. Commissions consisting of representatives from business, labor, education, government to set standards.

J. See other ETA proposals

K. Technology/Workplace initiatives

L. Joint DOC/DOL award for high-performance government workplace

RMP30210.DOC

MAY 24, 1993

Hand-Del'd 1030a 5/24/93

TO: AMY Zisook

FR: Ruby G. Moy

RE: AMH's Comments

On the one-page memo to the President, AMH wants four points to be covered:

I. Business outreach
II. General outreach (realtors)
III. To raise health care groups
IV. Base groups working through DNC.

Identify opinion leaders to give them communication.

***

AMH wants to say:

"The following is an overview of what the Office of Public Liaison is doing in support of the House vote for constituent outreach.

"We will coordinate with Intergovernmental and Communications on opinion leaders who can speak on the state within the next 48 hours.

"In addition to the base groups, the DNC will be volunteering phone bank as well as press conferences in spot markets with governors and mayors. OPL will coordinate with Intergovernmental and Communications."

cc: Steve Hilton
cc: Mike Lux

rgm

AZ
DNC

vol'g

PC spot

stet

coord'n

+ Comm

1 pg to P

4 pts

(RE)

Base groups

DNC

Com

OPL

H

coord

Comm

48

THE WHITE HOUSE

WASHINGTON

M E M O R A N D U M

MAY 13 1993

TO: Alexis Herman

FROM: Amy Zisook az

DATE: May 12, 1993

RE: Meeting w/Virginia Littlejohn

CC: Steve Hilton

Attached is NAWBO's proposal for an Executive Order re: "Interagency Committee on Women's Business Enterprise."

She told me she meet with you on this and that you were on this committee during the Carter Administration.

Do you want to do this? Please advise.

Yes — NO —

Over

600
south
federal
street
suite 400
chicago
illinois
60605

telephone
312.922.0465
facsimile
312.922.2734

PROPOSALS CONCERNING EXECUTIVE BRANCH ACTION REGARDING WOMEN BUSINESS OWNERS

Given that women business owners now employ more people than the Fortune 500 and are a primary source of job creation in the United States, the National Association of Women Business Owners recommends the following items for immediate action:

o That President Clinton create an Executive Order on Women's Business Enterprise, to be signed at a White House ceremony during Small Business Week in May, 1993; and

o That the President reactivate the Interagency Committee on Women's Business Enterprise (created by President Carter in 1979 and active during President Reagan's first term, and then dormant during Reagan's second term and all of President Bush's term in office).

NAWBO would be pleased to work closely with the White House to develop components of the Executive Order.

<u>Contacts</u>:

Charlotte Taylor, former Director, Carter Interagency Task Force on Women's Business Ownership, (202) 289-0300

Virginia Littlejohn, Executive Director, NAWBO, (301) 951-9411

THE WHITE HOUSE
WASHINGTON

TO: AMY

FR: AMH MAY -6 1993

"Who is this?"

Attachment
4/20/93

I don't know. I may have seen it before, though. Gordon or Ed Simms ?

FIRST STATE BANK & TRUST

FIRST STATE BANK & TRUST COMPANY
P.O. BOX 8, ALBANY, GEORGIA 31703-5801

MORGAN G. MURPHY
CHAIRMAN
&
CHIEF EXECUTIVE OFFICER

APR 12 1993

March 31, 1993

Alexis,
I've followed up with the Pres. speech. I need to bring the local bankers to the White House for a meeting on the regulations.

Mr. Brady Keys
Keys Communication Group
506 W. Oglethorpe
Albany, GA 32701

Dear Brady:

Many thanks for the draft copy of President Clinton's address on Small Business lending. We have been following these developments with a great deal of interest.

Our position at the Georgia Bankers Association and the American Bankers Association has been, for a number of months, to reduce regulatory burden and restraints imposed on our lenders by excessive regulations.

Thought our breakfast meeting the other morning went very well, and we are moving toward having our second meeting with Ben, Willie and Evans. Will be back in touch soon.

Sincerely,

Morgan

Morgan G. Murphy

lm

Amy —
who is this?

THE WHITE HOUSE

WASHINGTON

M E M O R A N D U M

TO: Ira Magaziner
Sr. Advisor to the President
on Policy Development

Jack Quinn
Chief of Staff
Office of the Vice President

FROM: Amy Zisook
Special Asst. to the President
Office of Public Liaison

DATE: May 10, 1993

RE: Biotechnology Industry

CC: Alexis Herman
Steve Hilton
Tom Kalil
Mike Lux

Attached is a memo sent to me by Mark Simon and Sandy Robertson regarding some concerns about price controls, etc.

Mark and Sandy were big and early supporters of the President and continue to help the Administration.

Please have someone respond to their concerns and copy me.

Many thanks.

ROBERTSON
STEPHENS &
COMPANY

MEMORANDUM

TO: Amy Zisook (fax 202-456-6218)

FROM: Mark J. Simon and Sandy Robertson

DATE: April 21, 1993

SUBJECT: Biotechnology Industry in deep distress

Amy– A few weeks ago a front page article in *The New York Times* business section said the following about biotechnology:

1) "These have been bleak days for the biotechnology industry."

2) "While pharmaceutical and indeed all healthcare stocks have taken a hit... the decline is most threatening to biotechnology companies. Few of the biotech companies yet make money, one reason they feel wronged by the President's criticism."

3) "If the public stock markets remain closed, many of these companies will not survive."

We have also enclosed a recent press release from Biogen, one of the most successful biotechnology companies, where the CEO comments that 85% of the biotechnology industry will be in deep trouble if price controls are implemented.

The biotechnology industry is expected to generate over 250,000 jobs in the next five to ten years primarily in states such as California, which cannot afford to lose any additional jobs with the closure of the defense bases.

Finally, Vice President Gore continues to highlight that the Europeans pay significantly less for drugs than our citizens. The opposite is true in the biotechnology industry. The American consumer is not subsidizing the biotechnology industry through higher prices (see enclosure).

We look forward to discussing this fax with you in the near future. As always, thanks for all your help.

555 CALIFORNIA STREET SAN FRANCISCO 94104 415-781-9700
INVESTMENT BANKERS MEMBER OF ALL MAJOR EXCHANGES
A CALIFORNIA LIMITED PARTNERSHIP

Page 2 -- Biogen announces First Quarter results

activities continued on the company's lead proprietary drug candidates, Hirulog™, an anti-clotting compound, and recombinant beta interferon, which is being tested for anti-viral uses. In March, Biogen received formal U.S. Patent Office notification that the U.S. patent for Hirulog™ had issued.

Jim Vincent, Biogen Chairman and Chief Executive Officer, remarked, "The market for pharmaceutical and biopharmaceutical stocks has been weakened by uncertainty surrounding President Clinton's plans for revising the country's healthcare system. While we support the goal of making quality health care available to all Americans, we are concerned about the inappropriate attacks on the pharmaceutical industry. This has the potential to weaken the vitality of one of America's premiere industries. The possible impact on the emerging biopharmaceutical industry cannot be overstated--the threat of pharmaceutical price controls is having a chilling effect. If controls were to be implemented, it will lead to a restructuring of the industry in the next two years, because capital markets will not be available to 85 percent of these emerging companies.

##MORE##

Page 3 -- Biogen announces First Quarter results

"Fortunately, Biogen is well positioned to withstand many of the pressures currently being placed on the industry, with licensee sales remaining strong and development programs meeting goals," Mr. Vincent said. "We have an outstanding revenue stream that shows continued potential for growth, especially in the Intron®A and hepatitis B vaccine markets. This enables us to underwrite our research and development costs without returning to the financial markets in the forseeable future. This is highly positive for Biogen, because these markets are closed to new stock issues in this uncertain environment.

"One way in which to evaluate Biogen's strength is by the fact that we continue to attract outstanding senior-level talent to every area of the company. Our most recent addition to our senior management team underscores this, and we are delighted that Dr. Joseph M. Davie, the former Corporate Senior Vice President of Science and Technology at G.D. Searle, has joined us as Vice President of Research. Joe's unique experience in both academe and industry should provide critical leadership in our research area."

##MORE##

Global Price Comparison of Biotechnology Therapeutics

	US	Germany	UK	France	Spain	Italy	Switzerland	Average European	Canada	Japan	% Difference US/Europe	% Difference US/Canada	% Difference US/Japan
Human Growth Hormone (1 international unit)	$14.00	$26.00	$13.00	-	$21.00	$21.00	$27.00	$22.00	$27.00	$53.00	-36%	-48%	-74%
G-CSF (300 mg vial)	$112.00	$122.00	$164.00	$143.00	$63.00	$88.00	$112.00	$122.00	$122.00	$378.00	-8%	-8%	-70%
EPO (4,000 unit vial)	$40.00	$60.00	$54.00	$59.00	$52.00	$50.00	-	$57.00	$43.00	$99.00	-30%	-7%	-60%
Ceredase (per unit)	$3.50	$3.50	$3.50	$3.50	$3.50	$3.60	$3.50	$3.50	$3.50	$3.50	0%	0%	0%
Alpha Interferon (MM units)	$8.75	-	-	-	-	-	-	$8.00	$8.75	$25.00	9%	0%	-65%

These five drugs represent over 75% of 1992 biotechnology therapeutic drug sales in the U.S.

NOTE: Prices are at manufacturer, or wholesale, level, but are consistent for each product.
The "mark-up" to consumers varies widely and the manfacturer has no control over the final price.

Robertson, Stephens & Company