FOIA Number: 2012-0741-F

FOIA MARKER

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

Collection/Record Group:	Clinton Presidential Records
Subgroup/Office of Origin:	Public Liaison
Series/Staff Member:	Alexis Herman/Ruby Moy
Subseries:	

OA/ID Number:	5262
FolderID:	

Folder Title:
[Invitations]-December 1994 Accepted [1]

Stack:	Row:	Section:	Shelf:	Position:
S	29	7	2	2

Withdrawal/Redaction Sheet
Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. list	[Personally Identifiable Information] [partial] (5 pages)	12/00/1994	b(6)

COLLECTION:

Clinton Presidential Records
Public Liaison
Alexis Herman
OA/Box Number: 5262

FOLDER TITLE:

[Invitations]-December 1994 Accepted [1]

2012-0741-F
rs2662

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.
PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).
RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

INV —

| Dec. accept |

—

DEC. |

12/29/94

THE WHITE HOUSE

WASHINGTON

JAN 5 1995

January 3, 1995

MEMORANDUM FOR LEON PANETTA

FROM: Harold Ickes

SUBJECT: Meeting with Mayor-elect Marion Barry on 29 December 1994

On 29 December, Mayor-elect Marion Barry met with the President, along with me and Alexis Herman. The meeting had been requested by the Mayor-elect, to have a general discussion with the President.

Nothing was mentioned by either the President or Mr. Barry about the Treasury Department's authority to lend or guarantee loans for the District of Columbia.

The discussion was quite general, with a few exceptions, focussing on the need to have as much coordination and cooperation as possible between the Federal Government and the District.

Task force: Mr. Barry requested that the President establish a task force to look into the District's "Federal" Pension Plan which he says is underfunded by about $2.2 billion. Mr. Barry said that the Federal Government has a "80% stake in it" and that Alice Rivlin is quit knowledgeable about the situation.

According to Alexis, in 1980, the Congress imposed the Federal Employee Pension Plan on the District. Apparently the requirements of this plan are "breaking" the District.

Several years ago the District established a new pension plan for newly hired employees which is apparently working much better, at least from the District's financial point of view.

The District is apparently taking the position that it cannot meet the "unfunded" mandate imposed by the Federal Pension Plan and, therefore, either needs additional flexibility with respect to the Federal Plan or needs to have part of the payment picked up by the Federal government.

The purpose of Task Force would be to review this situation.

The President agreed to establish such a Task Force.

Re-inventing government: Mr. Barry requested assistance from the Federal Government in reviewing the functioning of the District Government. The President said that Elaine Kamark would be in touch with the Mayor after the first of the year.

Additional police: The President asked Mr. Barry if the District had received additional cops under the Crime Bill. Mr. Barry said that he had been told that the District needed to have a "three strikes your out" provision in its criminal statutes before it would be eligible for additional police. The President did not think this was the case. I will look into it.

We should discuss how you want to go about setting up the Task Force.

The President also told Mr. Barry that he wanted the Federal Government to establish a "partnership" with the District. Towards that end, the President mentioned the need to catalogue what the Federal Government had been doing for the District and then to determine what the Federal Government could do in addition.

cc: Marcia Hale
Alexis Herman

THE WHITE HOUSE

WASHINGTON

December 28, 1994

MEETING WITH WASHINGTON D.C. MAYOR-ELECT MARION BARRY, JR

DATE: THURSDAY, DECEMBER 29, 1994
TIME: 3:00 PM
LOCATION: OVAL OFFICE
FROM: ALEXIS HERMAN AND HAROLD ICKES

I. Purpose

This is a courtesy visit with the Mayor-elect and will also serve to continue the ongoing dialogue with the Washington D.C. government.

II. Background

Marion Barry, Jr. will be inaugurated as Washington D.C.'s Mayor, next Monday, January 2. He has requested a meeting with you to get acquainted and discuss a couple of issues which we will review with you prior to the meeting. In the past (while Mayor) Marion Barry met with Presidents Reagan and Bush.

Secretary Cisneros and other HUD officials have met with the Mayor-elect to discuss the D.C. initiative (a comprehensive homeless care system), public housing and a recommendation that various federal agencies develop strategies to improve the relationship between the Federal Government and the District of Columbia.

Marion Barry may also want to share strategies and ideas for voter registration and Get Out The Vote.

III. Participants

Mayor-elect Marion Barry, Jr.
Alexis Herman
Harold Ickes

IV. Press Plan

Closed

V. Sequence of Events

Informal Oval Office Meeting

VI. Remarks

None required.

THE WHITE HOUSE

WASHINGTON

December 28, 1994

MEETING WITH WASHINGTON D.C. MAYOR-ELECT MARION BARRY, JR

DATE: THURSDAY, DECEMBER 29, 1994
TIME: 3:00 PM
LOCATION: OVAL OFFICE
FROM: ALEXIS HERMAN AND HAROLD ICKES

I. Purpose

This is a courtesy visit with the Mayor-elect and will also serve to continue the ongoing dialogue with the Washington D.C. government.

II. Background

Marion Barry, Jr. will be inaugurated as Washington D.C.'s Mayor, next Monday, January 2. He has requested a meeting with you to get acquainted and discuss a couple of issues which we will review with you prior to the meeting. In the past (while Mayor) Marion Barry met with Presidents Reagan and Bush.

Secretary Cisneros and other HUD officials have met with the Mayor-elect to discuss the D.C. initiative (a comprehensive homeless care system), public housing and a recommendation that various federal agencies develop strategies to improve the relationship between the Federal Government and the District of Columbia.

Marion Barry may also want to share strategies and ideas for voter registration and Get Out The Vote.

III. Participants

Mayor-elect Marion Barry, Jr.
Alexis Herman
Harold Ickes

IV. Press Plan

Closed

V. Sequence of Events

Informal Oval Office Meeting

VI. Remarks

None required.

D.C. INITIATIVE

The D.C. Initiative, announced by HUD Secretary Cisneros and D.C. Mayor Sharon Pratt Kelly in June, 1993, is an unprecedented partnership between the public and private sectors. Since the announcement, the partners have worked to re-evaluate homelessness, and design and begin implementation of a "continuum of care" to move the District away from an emergency based shelter system to a comprehensive system.

In October 1993, the District of Columbia and HUD released a 93 page strategic plan which included an analysis of the D.C. system and a working plan to develop a continuum of care system by adding 2,050 beds or units of housing over a three-year period. This working plan was developed in unprecedented cooperation and in countless meetings by representatives of the "7 Corners," the Federal government, local government, not-for-profit community, foundations, advocates and homeless individuals, the private sector and neighborhood groups. It includes a social contract that outlines the responsibilities of service providers and the responsibilities of homeless individuals and families who receive services. The initiative was organized and is administered by the Office of Community Planning and Development under Assistant Secretary Andrew Cuomo.

To coordinate and finance the implementation of the new homeless assistance system, a new entity, the Community Partnership, has been created by the D.C. City Council. Included in the partnership are representatives from the "7 Corners."

In December 1993, however, as the District Government moved to set up the legal and organizational structures, frigid weather threatened many homeless people. Following a comprehensive policy meeting, led by Secretary Cisneros, with representatives of the D.C. government and metropolitan homeless shelter and provider organizations, HUD released funds to coordinate efforts and fill in critical gaps in emergency services. No deaths from hypothermia were reported during the unusually harsh winter of 1993-94.

HUD expects to provide the District with $20 million, in three payments over two years, to assist in the Initiative. As part of the Memorandum of Understanding between HUD and the District of Columbia, the District government has agreed to maintain funding from the Office of Emergency Shelter and Support Services for programs to assist homeless persons, and to sustain levels of services targeted solely to the homeless population in the areas of job training, health and substance abuse.

The ambitious program is expected to produce or contract for 2,050 beds or units of supportive or permanent housing in a two year period with 950 beds or units designated for single adults and 1,000 units for families. Included in the proposal are 240 beds or units of housing for persons with mental health problems, 500 beds for persons with substance abuse problems, 1,000 permanent housing placements (including HOME and public housing placements), 160 single room occupancy (SRO) units, 50 beds for persons with AIDS, and 100 residential slots for persons in job training.

Funding to date has included grants to: enhance and coordinate outreach and case management; train Vista volunteers, initiate a non-bureaucratic, self-help effort by Hispanic men recovering from alcohol and drugs; expand shelter capacity for intact families; implement a strategic plan for securing mainstream health funding; and to develop and implement a computerized system for accessing, coordinating and tracking Initiative services.

Treasury Department
December 28, 1994

Background on District of Columbia Fiscal Situation

Introduction

The District of Columbia is essentially facing two types of fiscal problems which are interrelated. The first is a short-term cash flow problem. The District will run out of cash by mid-January if it fails to obtain short-term cash relief. The second is a long term budget deficit caused by an approximately $530 million shortfall for FY 1995.

As of today, it appears the District has identified a syndicate of banks willing to provide letters of credit so that the District can sell its Notes, thus relieving the District of its pressing short-term, cash flow needs. The long term problem, however, is more complex and will require structural budget solutions.

Current Financial Condition

The D.C. government ended FY 1994 with a $40 million operating deficit and the deferral of $300 million in pension, debt service and vendor payments. The upcoming year's financial situation appears to be equally daunting. Its problems essentially take three forms: 1) a projected $431 million budget deficit for FY 95; 2) an additional $100 million cash deficit, and 3) an imminent cash flow problem that requires the City to accelerate its short-term borrowing program. It appears that the City's leaders are taking appropriate measures to address their problems by reducing expenditures and raising revenue to meet their anticipated budget shortfall. They have also travelled to New York to meet with rating agencies and credit enhancement providers to ensure that the District maintains its access to the capital markets (see market access section).

In past years the District has faced midyear budget gaps which were closed by utilizing nonrecurring measures such as the issuance of deficit bonds, an additional Federal Payment, Water and Sewer Fund transfers, tax collection year change, one time fees and payment deferrals. In addition, increased/over spending in Medicaid, corrections, welfare, D.C. General Hospital, public schools and government combined with a sluggish economy have significantly curbed local revenue growth.

Certain studies, including the Rivlin Commission Report, have suggested that the District faces a structural budget imbalance. Some attribute this imbalance to the flight of the middle class to the suburbs, the District's inability to tax non-resident income, government and diplomatic exemption from sales and property taxes (only 43% of the District's land area is taxable) and rising pension and debt service costs. To compensate for this loss of revenues due to the Federal Government's presence, Congress appropriates a Federal Payment to the District. The calculation of that payment is negotiated between the District and Congress. The FY 1995 Federal Payment was $660 million.

Market Access

Mayor-elect Barry, Mayor Kelly and Council Chairman Clarke went to New York on December 12 to meet with two key financial constituencies to support the District's borrowing: 1) banks that could possibly provide credit enhancement for a Note sale, and 2) rating agencies that assess the risk involved with investing in the bond market. As a result of that process, five banks formed a syndicate to provide a letter of credit for $250 million of District Notes. The District's borrowing is scheduled for December 29, 1994.

Moody's, S&P and Fitch Investor's Service have each reviewed the District's credit ratings. All three of these rating agencies have placed the District's ratings near non-investment grade. A further decline in the District's rating would make it extremely difficult to issue new debt.

Background/Treasury Borrowing Authority

Rating agencies have viewed the District's access to Treasury borrowing as a significant underlying credit factor. At various times, District officials and the Mayor-elect have each publicly stated that the District would consider a Treasury borrowing if they were not able to access the bond market. However, to date the District has not requested any assistance from the Treasury (it is believed that even making such a request would indicate that the District's financial condition was so weak that it had no access to private capital. This, in turn, might further weaken the District's standing in the financial markets).

Under existing law, 47 D.C. Code, Section 3401, the Secretary of the Treasury is authorized and directed to advance, on the requisition of the Mayor, funds that may be necessary to meet general expenses of the District. From 1937 to 1983 the Treasury provided such loans to the District. Since 1984 the District has been able to successfully establish its own credit with the financial markets and therefore has not borrowed from the Treasury since 1983. In 1984 and 1990, when the District approached the Treasury about borrowing to meet its cash flow needs, Treasury's position was that all opportunities for credit elsewhere should be exhausted and documented as such by their Financial Advisor and Bond Counsel before any requisition for funds would be considered. Any Treasury lending might involve political exposure for the Administration to the District's problems.

Congress

The Congressional landscape further complicates matters. Congressman Dana Rohrbacher (R- Orange County, CA), a member of the House District of Columbia Committee last session, proposed a bill to repeal Section 3401, claiming that such repeal would force the District to employ more financial discipline. Furthermore, the press reports that House Speaker-to-be Newt Gingrich (R-GA) proposed that a panel of D.C. residents advise Congress on the spending of Federal monies in the District (OMB currently monitors such spending). Reportedly Del. Eleanor Holmes Norton (D-DC) supports such a commission as long as the members are D.C. residents. No further details were given.

091276

1-3-95

Mayor-Elect Marion Barry, Jr.
Inaugural Committee

1029 Vermont Avenue, N.W., Suite 600
Washington, D.C. 20005
(202) 628-7800 • Fax (202) 628-7805

Because... EVERY ONE MATTERS

Cora Masters Barry
Chairperson

December 18, 1994

The President
and Mrs. Clinton
The White House
Washington, DC 20500

Dear Mr. President and Mrs. Clinton:

On November 8, 1994, the citizens of the District of Columbia enthusiastically embraced my vision of hope, healing, and reconciliation. I am immensely honored that the residents of this glorious city, have embodied their trust and confidence in me to provide the necessary leadership to meet the many challenges before us.

I would like to invite you to join me as I take the oath of office on Monday, January 2, 1995, at 11:00 a.m. The Inaugural Swearing-In Ceremony and Reception will be held on the campus of the University of the District of Columbia at 4200 Connecticut Avenue, N.W., Washington, D.C.

To confirm your attendance and that of your guest at the Swearing-In Ceremony and Reception, please contact Reverend Rosetta Bryson at the Inaugural Committee Office, on (202)-628-7794 by December 27, 1994.

I will be honored if you can join me, my wife, Cora Masters Barry, and the citizens of the District of Columbia, as we embark on a momentous journey to re-build the financial and spiritual vitality of our city.

Sincerely,

Marion Barry

Marion Barry, Jr.
Mayor-elect

A Healing Vision For Washington, D.C.

Please Join

Erskine Bowles, Harold Ickes

and Leon Panetta

at the

Chief of Staff Holiday Party

Thursday, December 22nd

6:30 - 8:00 pm

Chief of Staff's Office

West Wing

H

12/9/96

OPL Secret Santa

Playing Secret Santa

Draw a name from the hat,
If it's yours, put it back.

Don't let the person know,
That you're their ho, ho, ho!

You don't have to spend very much,
Just keep under $15 or such.

On December 21st at lunch,
We'll exchange gifts with the OPL bunch.

But until that time,
Shhhh....it's a secret of yours and mine.

SANTA

Withdrawal/Redaction Marker
Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. list	[Personally Identifiable Information] [partial] (5 pages)	12/00/1994	b(6)

COLLECTION:

Clinton Presidential Records
Public Liaison
Alexis Herman
OA/Box Number: 5262

FOLDER TITLE:

[Invitations]-December 1994 Accepted [1]

2012-0741-F
rs2662

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.
PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).
RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

Dec 21, 1994
530

From: R. Tim Gibbs, BET News (202) 636-2830

To: Ruby Moy

White House Staff

Here are the names, SS #, and D.O.B. of the BET. staff that will be doing a story there this afternoon.

Reporter--<u>Rovenia Brock</u>

Social Securit[redacted] (b)(6)

Date of Birth [redacted]

Crew/Camera---<u>John Avery</u>

S.S. # [redacted]

D.O.B. [redacted]

Crew/Camera---<u>Arthur Thomas</u>

S.S. # [redacted]

D.O.B. [redacted]

FACILITY COMMENT SHEET

Communication made by: B.E.T. News & Public Affairs - Tim Gibbs

Department: News

Date: 12/20/94

Communicated to: Ruby Moy (202)456-2983

Communicated re: Information on reporter crew.

****

Comments:

Ms Moy, Ravenia Brock is a reporter for B.E.T. News (Black Entertainment Television) & is doing a story at the White House this afternoon. Here is the information you requested.

Dec 28
~~Oct 25~~ 1944
~~2:30~~ 4p
~~OEOB 450~~
Leon

THE WHITE HOUSE

WASHINGTON

October 5, 1994

OCT -5

MEMORANDUM FOR SENIOR STAFF

FROM: ABNER MIKVA AJM
COUNSEL TO THE PRESIDENT

SUBJECT: Ethics Briefings on Politico Mandatory

As has been discussed in staff meetings recently, it is useful to review periodically the guidelines that govern our conduct as federal employees. Regulations promulgated by the Office of Government Ethics (OGE) require each employee in the White House to receive ethics training annually.

Our office has scheduled ethics briefings over the next several weeks. There will be a briefing for **senior staff** on **Wednesday, October 12, 1994 at 2:30 p.m. in room 450.** The training will focus on ethics issues of particular concern to you as senior staff, including political activities, travel, and post employment.

If you are unable to attend on the 12th, we have scheduled sessions for the rest of the staff throughout the fall. You are welcome to attend one of these sessions instead of the October 12 briefing, although the focus will differ somewhat. **The regulations require that you attend one ethics briefing this year, however, for the White House to meet its training obligation.** We have an obligation to report compliance information, including attendance, to OGE.

Please alert your staff to the following sessions:

Date	Time	Room
Tuesday, October 25	2:30	450
Thursday, November 3	4:00	450
Wednesday, November 9	2:30	450
Thursday, November 17	10:30	450
Thursday, December 1	11:00	450
Tuesday, December 13	10:30	450
FINAL Dec 21	2pm	450

We will be sending notices of these sessions to all employees soon. Please encourage your staff to attend. If you have any questions, please call Kathi Whalen, Assistant Counsel to the President, at 6-7900.

SENT BY: XERCX Telecopier 7017;12-14-94 ;11:40AM ; → 94562983;# 1/ 1

DRAFT from Amy To be finalized by Catherine this afternoon.

Dec 21
1-2p
180 OEOB

U.S. Department of Education

WHITE HOUSE INITIATIVE

on

HISTORICALLY BLACK COLLEGES AND UNIVERSITIES

600 Independence Ave. SW
ROB-3, Room 3682
Washington, DC 20202-5120

Telephone: (202) 708-8667 FAX: (202) 708-7872

FAX from Catherine LeBlanc, Executive Director

December 14, 1994

To: Alexis Herman, Assistant to the President and Director, Office of Public Liaison

FAX: 456-2983

RE: Scheduling of Meeting of Political Appointees & HBCUs

As we agreed, we want to schedule a meeting with you and all political appointees that are agency representatives to the White House Initiative on Historically Black Colleges and Universities (WHI-HBCUs). You had suggested that the meeting will be held as soon as possible and especially before Christmas. We would suggest any 90 minutes next week on Tuesday, Wednesday ~~or Thursday~~ (12/20-12/22). afternoon

The purpose of the meeting is to discuss the full political context of the President's Executive Order on HBCUs in the light of the 1994 election results and to stress the importance of a full implementation of strategies as we look forward to 1996. We will discuss the Government-Wide Activities of the WHI - HBCUs as well as a status report on the future agency activities regarding HBCU's.

Suggested Presenters:

Alexis Herman - Director, White House Office Public Liaison on the overall political fall-out of the 1994 election result.

Lorrine Miller - Deputy Assistant to the President for Legislative Affairs-House on the mood of Congress post the 1994 election.

Cris Edley, Jr. - Deputy Director, Office of Management and Budget on the possible budget impact on programs relating to Black Colleges.

Dec 5

U.S. Department of Education

WHITE HOUSE INITIATIVE

on

HISTORICALLY BLACK COLLEGES AND UNIVERSITIES

600 Independence Ave. SW
ROB-3, Room 3682
Washington, DC 20202-5120

Telephone: (202) 708-8667 FAX: (202) 708-7872

22

FAX from Amy Billingsley

(202) 708-4674

AMH Told Amy that you're in NY on 12/6 & w/ POTUS in Florida rest of week. Do you want to do a drop by? W

November 21, 1994

To: Alexis Herman, Assistant to the President and Director, Office of Public Liaison
FAX: 456-2983

Re: White House Initiative/Catherine LeBlanc concerns

At the President's Board on HBCUs on October 31-November 1st, the Board's primary concern centered around the Board's visibility and clout. In preparation for their anticipated meeting with POTUS in February, they have asked you to come before the Board at their next meeting December 5th and 6th to discuss strategy and other critical issues.

Catherine thinks that you might prefer to do a drop-by at a 12/5 dinner to be given at the home of Board member Ralph Everett (Managing Partner of the DC Law Firm of Paul, Hastings, Janofsky and Walker). This would give you an opportunity to talk with Board members in an informal, off-the-record setting. They are also inviting Bill Gray, members of the CBC, and others. Possible?

The National Service Corps is hoping to have a MLK day function with POTUS at the Morehouse Chapel in Atlanta (seats 2,500). (She thinks such a function could keep its HBCU focus while being held at a facility that would accommodate more people, e.g. the Civic Center (seats 5,000).) She hopes that his appearance in Atlanta does not preclude an appearance at a HBCU school in this area.

Dec 21
10 a
OEOB 450

MEMORANDUM TO ALEXIS HERMAN
FROM: Sara Ehrman
SUBJECT: Middle East Briefing on December 21, 1994 in Room 450
DATE: December 20, 1994

at 10:00 am

One hundred and fifty people are expected to attend the briefing, which is a report of the trips taken by Secretary Christopher and the Chairman of the Joint Chiefs of Staff to the Middle East. There are approximately 105 Jewish Americans and 45 Arab Americans. They represent a broad cross section of both communities. All of the major organizations are represented and we have a very strong group of our supporters-- friends of the President.

Despite the fact that it is so close to the Christmas holidays, we felt it important to schedule this event since there are a number of new developments and problems in connection with the peace process and we need to keep going back to our base to ensure support for the President's efforts.

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

21-Dec-1994 12:01pm

TO: All ALL-IN-1 users on this node

FROM: OASIS Manager

SUBJECT: Ethics training today 12/21

MEMORANDUM FOR WHITE HOUSE STAFF

FROM: KATHLEEN WHALEN
ASSISTANT COUNSEL TO THE PRESIDENT

SUBJECT: Mandatory Ethics Training

Attention-----Attention-----Attention-----Attention-----Attention

The final mandatory White House Ethics Training scheduled for today in the Indian Treaty Room, OEOB 474, has been moved to the Truman Room in the White House Conference Center, 726 Jackson Place. The time is as previously scheduled, 2:00 pm. This is the last scheduled mandatory training session. If you have any questions, please call General Counsel at 456-6229.

DECEMBER 21,1994

TO: ALEXIS HERMAN

FROM: CATHERINE LEBLANC

RE: HBCU MEETING TODAY AT 1:00 P.M. ROOSEVELT ROOM

Attached is the list of attendees for today's meeting. This larger meeting will run from 1:00 to 1:45 p.m. The smaller meeting we talked about will last from approximately 1:45 to 2:15 p.m. Attendees for the smaller meeting will be Walter Broadnax, Rodney Slater, John Hicks, Corlis Moody, Michael Rogers, and Gloria Johnson. The agenda for the large meeting will flow as follows:

Welcome and Purpose: Catherine
Brief Presentation (three transparencies): Catherine
Introductions and Brief Responses to Two Questions: Agency Reps

The Questions:

1. What are the major initiatives in place or proposed to respond to the President's Executive Order?
2. Are there barriers to effective implementation which the White House can assist you with?

Remarks: Alexis

The smaller meeting will immediately follow the first one and probably should be facilitated by you. Its focus should be the political implications of this Initiative to the President and the role those six persons can play to help us. If the larger meeting is running too long and our key participants are under tight time constraints, let's consider pulling them out and going to your office. I can leave my staff in charge of the first meeting.

ATTENDEES, HBCU MEETING

DECEMBER 21, 1994

1. (P) MICHAEL ALEXANDER, AGRICULTURE
2. (P) HEYWARD BANNISTER, VETERAN'S AFFAIRS
3. (P) WALTER BROADNAX, HEALTH & HUMAN SERVICES
4. (P) ERTHRIN COUSIN, STATE
5. (C) YVONNE FREEMAN, NASA
6. (C) DAN GILL, DEFENSE
7. (P) JOHN HICKS, AID
8. (P) HUBERT JAMES, LABOR
9. (P) GLORIA JOHNSON, NATIONAL SERVICE
10. (P) CORLIS MOODY, ENERGY
11. (P) DAVID OSBORNE, JUSTICE
12. (C) NATHANIEL PITTS, NATIONAL SCIENCE FOUNDATION
13. (C) JUNE ROBINSON, LABOR
14. (P) MICHAEL ROGERS, MBDA
15. (P) RODNEY SLATER, TRANSPORTATION
16. (P) FRANK WING, HUD

HBCU STAFF

17. (P) AMY BILLINGSLEY
18. (P) NANCY DAVIS
19. (P) STERLING HENRY
20. (P) CATHERINE LEBLANC

U.S. DEPARTMENT OF EDUCATION

White House Initiative on HBCUs

Phone (202) 708-8667
Fax (202) 708-7872

FAX TRANSMISSION

To: Alexis Herman

Date: 12-21-94

Company:

Fax: 456-2983

From: Catherine LeBlanc

IF RE-TRANSMISSION IS NECESSARY, PLEASE CALL THIS OFFICE IMMEDIATELY

Message:

Hard Copy Will Be Sent Under Separate Cover: Yes ____ No ✓

Page: 1 of 3

Clinton Presidential Records
Digital Records Marker

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

This marker identifies the place of a publication.

Publications have not been scanned in their entirety for the purpose of digitization. To see the full publication please search online or visit the Clinton Presidential Library's Research Room.

Invitation

December 21, 1994

The President and Mrs. Clinton

request the pleasure of your company
at a Holiday Reception to be held at

The White House

on Wednesday, December 21, 1994
from 4:00 to 5:30 o'clock

Please respond before December 16

Please respond to

The Social Secretary

The White House

at your earliest convenience

(202) 456-6320

Please present this card
with identification at
THE VISITORS ENTRANCE
The White House

NOT TRANSFERABLE

THE WHITE HOUSE

The Honorable
Alexis M. Herman
West Wing

12/20+21

December 16, 1994

MEMORANDUM FOR ALEXIS HERMAN

6-2987.

FROM: LORRIE MCHUGH
LISA CAIN

SUBJECT: <u>SPECIALTY PRESS CONFERENCE CALLS</u>

Keith Boykin and Lisa Cain will be working on the middle class tax cut conference calls with specialty press next Monday, Tuesday and Wednesday. The specialty press effort will begin with conference calls to African-American, DC African-American and Youth/Parenting press on Monday. Other specialty press groups that we plan to target include Business, Women, and Consumer. The publications for each group are outlined below.

Lorrie talked to the Cabinet press people this morning on the conference call and briefly outlined our specialty press plans. She asked Education and Labor to begin their specialty press efforts, but asked the other departments to hold off until after the Monday press conference.

The following are publications that will be invited to participate in the conference calls.

AFRICAN AMERICAN
Chicago Defender
Atlanta Voice
Cleveland Call & Post
Houston Defender
Michigan Chronicle
Crisis Magazine (NAACP)
Black Issues in Higher Education
Ivy Leaf (Alpha Kappa Alpha sorority)
Sphynx (Alpha Phi Alpha fraternity)
Delta Journal & Delta Newsletter (Delta Sigma Theta sorority)

DC AFRICAN AMERICAN
Emerge
NNPA
JET
Washington Afro-American
Washington Informer
Capitol Spotlight
BET
Washington News Observer
The Final Call

YOUTH/PARENTING
Young Children's Journal
Ithaca Child
Exploring Magazine (boy scouts)
Youth Today
Youth News Service
State of America's Children (Children's Defense Fund)
Children's Voice (Child Welfare League)

WOMEN
National Business Woman
Working Woman
Working Mother
National Organization for Women
Black Experience

Although the Press Office conducted conference calls with Alice Rivlin and the major business magazines today, we could still focus on smaller publications such as:

BUSINESS
Minority Business Journal
Black Enterprise
Tax News Magazine
Women in Business

RADIO
You reached several key markets in your radio interviews today. We will continue this outreach in the coming weeks.

REPORT NO: WAV034BS WAVES PAGE NO: 1

RUN DATE : 12/20/94

THESE ARE MOST OF THE ATTENDEES
(THE ONES UNDERLINED)

UIN : U07845 DATE: 941220 TIME: 0900 ID: JP CANCEL DATE: TIME:
VISITEE: HERMAN TOTAL VISITORS: 42
AGENCY: LOCATION: OEOB AREA/ROOM: 474
REQUESTOR: SHULMAN ROOM: PHONE: 006-6287
CHECKS: ID X NCIC/CCH
COMMENTS: EARLY SUPPORTERS BRIEFING

NAME			SSN	DOB
ARMSTRONG	RUTH		000-00-0000	[redacted]
ATWELL-DAVID	CAROLYN		000-00-0000	[redacted]
[redacted]	SUSAN		000-00-0000	[redacted]
[redacted]	THOMAS		000-00-0000	[redacted]
CRAMPTON	TERESA		000-00-0000	[redacted]
CRAMPTON	THOMAS		000-00-0000	[redacted]
DAVIS	JOSEPH		000-00-0000	[redacted]
[redacted]	LANNY		000-00-0000	[redacted]
[redacted]	DONALD		000-00-0000	[redacted]
DUNFEY	JOHN		000-00-0000	[redacted]
[redacted]	DOREEN		000-00-0000	[redacted]
[redacted]	JOHN		000-00-0000	[redacted]
[redacted]	E.	M	000-00-0000	[redacted]
[redacted]	ALEXANDER		000-00-0000	[redacted]
[redacted]	EDWARD		000-00-0000	[redacted]
[redacted]	CHARLES		000-00-0000	[redacted]
KAMBER	VICTOR		000-00-0000	[redacted]
KOEGLER	HAROLD		000-00-0000	[redacted]
KOEGLER	JANET		000-00-0000	[redacted]
[redacted]	SOTIRIS		000-00-0000	[redacted]
LASTER	GAIL		000-00-0000	[redacted]
LENAHANN	KATHLEEN		000-00-0000	[redacted] (b)(6)
MCINTOSH	MICHAEL		000-00-0000	[redacted]
[redacted]	WINSOME		000-00-0000	[redacted]
[redacted]	FRANK		000-00-0000	[redacted]
MOORE	NANCY		000-00-0000	[redacted]
[redacted]	CHARLES		000-00-0000	[redacted]
OATES	MARY	L	000-00-0000	[redacted]
RABON	SUSAN		000-00-0000	[redacted]
RABON	THOMAS		000-00-0000	[redacted]
RAY	BILLIE		000-00-0000	[redacted]
RAY	ROBERT		000-00-0000	[redacted]
SETH	GARY		000-00-0000	[redacted]
SHAH	PRAKESH		000-00-0000	[redacted]
SHAH	ROJUL		000-00-0000	[redacted]
SHINN	LAURIE		000-00-0000	[redacted]
SHRUM	ROBERT		000-00-0000	[redacted]
SIMPSON	JANET		000-00-0000	[redacted]
SIMPSON	KYLE		000-00-0000	[redacted]
SORKIN	LINDA		000-00-0000	[redacted]
SORKIN	MARTIN		000-00-0000	[redacted]
[redacted]	ANDREW		000-00-0000	[redacted]

TOTAL VISITORS: 42

ALSO ATTENDING

Rob Shinn
David Dunn
Ed Black

9-9-91

- Reinventing Govt -
- Efficiency
- Customer -
- memory of the
- workers, Blue Collar, middle Class & the needy

- mandates
- ~~Stimulus~~
- ~~Flexibility~~

- No fence with the deficit & Trade

- Too many messages

- Creating jobs is responsible for [illegible] economic growth -
  etc [illegible]

- ~~Status~~ middle Class, Reform
  - welfare
  - Health care
  - Gov't reform

- Top opin leaders
  State Leaders / Ed

- non Profit - Foundation Community

Dec 20
2-3:30
0420450

December 15, 1994

MEMORANDUM FOR ALEXIS HERMAN

FROM: MARILYN DIGIACOBBE

SUBJECT: BRIEFING FOR DC REPS OF COMPANIES INVITED TO THE WHITE HOUSE CONFERENCE ON TRADE AND INVESTMENT IN CENTRAL AND EASTERN EUROPE

I would like you to moderate a briefing on Tuesday, December 20th from 2:00pm - 3:30pm for DC reps of companies invited to the White House Conference on Trade and Investment in Central and Eastern Europe.

See attached information: invitation letter, fact sheet, and list of company representatives invited.

Thank you.

cc: Steve Hilton
Caren Wilcox

December 15, 1994

Dear Friend:

Recently the CEO of your company was invited by President Clinton to participate in the White House Conference on Trade and Investment in Central and Eastern Europe to be held in Cleveland, Ohio on January 12 and 13, 1995. This conference will kick-off a series of Administration initiatives aimed at sustaining U.S. commercial engagement in the region.

I would like to invite you to attend a White House briefing to learn more about this Conference. The briefing will be held on Tuesday, December 20th from 2:00pm - 3:30pm in Room 450 of the Old Executive Office Building. Please arrive at the Pennsylvania Avenue entrance to the OEOB beginning at 1:30pm. Charles Meissner, Assistant Secretary for International Economic Policy at the Department of Commerce and Daniel Fried, National Security Council Director for Central and Eastern European Affairs will be on hand to discuss the purpose and goals of the White House Conference and its significance to our overall policy toward the countries of Central and Eastern Europe.

If you are interested in attending this briefing, please call 456-5196 to respond. Please provide your full name, company and date of birth. If you are not the individual who handles international relations for your company, please feel free to extend this invitation to that individual as well.

If you have any questions, please contact Marilyn DiGiacobbe of my staff at 456-2930. Hope to see you on Tuesday.

Sincerely,

Alexis M. Herman
Assistant to the President and
Director, Office of Public Liaison

AMH: me
attachment

WHITE HOUSE CONFERENCE ON TRADE AND INVESTMENT IN CENTRAL AND EASTERN EUROPE

January 12-13, 1995
Cleveland, Ohio

Conference Participants

Address by President Clinton
Secretary Ron Brown, U.S. Department of Commerce
Senior U.S. officials
U.S. Company CEOs
Central and Eastern European Ministerial and Private Sector Delegations from the following 14 countries:

Albania, Bosnia-Herzegovina, Bulgaria, Croatia, Czech Republic, Estonia, former Yugoslav Republic of Macedonia, Hungary, Latvia, Lithuania, Poland, Romania, Slovakia, and Slovenia

About the Conference

The countries of Central and Eastern Europe need to attract major infusions of capital and trade over the next decade if they are to make the full transition to prosperous market economies. The bulk of these monies must come from the private sector, given the budgetary constraints of official creditors and donors. For this to happen, Central and Eastern European countries need to find and engage potential U.S. commercial partners and realistically address the remaining barriers to investment that limit the flow of Western capital to the East. Increased U.S. activity in this dynamic new marketplace will expand our export markets and create jobs at home.

The two-day White House Conference on Trade and Investment in Central and Eastern Europe will meet three central objectives:

* engage Central and East Europeans in constructive efforts to reduce obstacles to private investment;

* give potential U.S. exporters and investors and Central and Eastern Europe's new entrepreneurs and business leaders direct contacts with each other to promote increased commercial activity and;

* identify and discuss those industrial and service sectors where increased commercial activity is most likely.

The White House Conference on Trade and Investment in Central and Eastern Europe will serve as a catalyst to solidify contacts between U.S. investors and businesses and Central and Eastern European entrepreneurs and businesses.

DRAFT LIST OF COMPANY REPS FOR INVITATION TO DECEMBER 20 WHITE HOUSE BRIEFING

COMPANY	FIRST NAME	LAST NAME	STA
3M	Mr. D. Drew	Davis	DC
Abbott Laboratories	Mr. Joesph	Jenckes	DC
Advanced Micro Devices, Inc.	Mr. Cliff	Jernigan	CA
Aetna Life Insurance & Casualty Company	Mr. Peter J.	Connell	DC
Alexander & Alexander Services, Inc.	Ms. Laurie E.	Londoner	DC
Allied-Signal, Inc.	Mr. Kenneth W.	Cole	DC
American Airlines	Mr. Edward P.	Faberman	DC
American Brands, Inc.	Mr. Gilbert L.	Klemann II	CT
American Cyanamid Company	Mr. St. Claire J.	Tweedie	DC
American Express	Mr. Bob	Oswald	DC
American Home Products Corp.	Mr. Leo C.	Jardot	DC
American International Group	Mr. L. Oakley	Johnson	DC
American Standard	Mr. James E.	Wolf	VA
Ameritech	Ms. Dorothy	Walsh	DC
Amoco Corporation	Mr. Rady	Johnson	DC
AMP, Incorporated	Mr. John P.	Palafoutas	DC
Analog Devices, Inc.	Ms. Lee	Morgan	MA
Anchor Glass Container Company	Mr. W. Peyton	George	
Anheuser-Busch Companies, Inc.	Mr. Richard F.	Keating	DC
Apple Computer	Mr. James A.R.	Johnson	DC
Archer Daniels Midland Company	Mr. Martin	Sorkin	DC
ARCO	Mr. Robert	Healy, Sr.	DC
Armstrong World Industries Inc.	Mr. William B.	King	DC
Arthur Anderson	Mr. Jeffery	Peck	DC
Arvin Industries, Inc.	Mr. John	Brown	IN
ASARCO, Inc.	Mr. Emil	Ramagnoli	DC
Ashland Oil, Inc.	Mr. William	Haddeland	DC
AT&T	Mr. Gerald	Lowrie	DC
Avery Dennison Corporation	Ms. Diane B.	Dixon	CA

COMPANY	FIRST NAME	LAST NAME	STA
Avondale Industries	Mr. George E.	White, Jr.	DC
Ball Corporation	Mr. Robert W.	Dean	VA
Bank of America	Ms. Laramie	McNamara	DC
Bankers Trust New York Corporation	Mr. Douglas B.	Kidd	NY
Baxter International, Inc.	Mr. David J.	Aho	DC
Bechtel Group, Inc.	Mr. Gary D.	Coxon	DC
Bell Atlantic Corporation	Mr. Aubrey	Sarvis	DC
Bell South Corporation	Mr. R.L. Mickey	McGuire	DC
Bemis Company, Inc.	Ms. Lisa D.	Locken	MN
Bethlehem Steel Corporation	Mr. William E.	Wickert, Jr.	DC
Blue Cross Blue Shield	Mary Nell	Lehnhard	DC
Boeing Company	Ms. Wendy M.	Kenyon	VA
Boise Cascade Company	Mr. Richard	Rohrbach	DC
Borg-Warner	Mr. Pat	Rowland	DC
BP America, Inc.	Mr. John C.	Gore	DC
Bristol-Meyers Squibb Corporation	Mr. Richard P.	Thompson	DC
Browning-Ferris Industries	Mr. Richard	Goodstein	DC
Burlington Industries	Ms. Donna Lee	McGee	DC
Capital Cities/ABC, Inc.	Mr. Mark M.	MacCarthy	DC
Cargill Inc.	Mr. Michael	Mullins	DC
Caterpillar, Inc.	Mr. William	Beddow	DC
Champion International Corporation	Ms. Jeanne K.	Connelly	DC
Chevron	Mr. Philip	Cavanaugh	DC
Chrysler Corporation	Mr. Robert A.	Liberatore	DC
CIGNA Corporation	Mr. A.J.	Harris, II	DC
Cleveland-Cliffs Inc.	Mr. John L.	Kelly	OH
CMS Energy Corporation	Mr. David G.	Mengebier	DC
Coastal Corporation	Mr. Robert E.	Moss	DC
Coca-Cola Company	Mr. Earl T.	Leonard, Jr.	GA

DRAFT LIST OF COMPANY REPS FOR INVITATION TO DECEMBER 20 WHITE HOUSE BRIEFING

COMPANY	FIRST NAME	LAST NAME	STA
Commonwealth Edison Company	Mr. John	Maxson	IL
Compaq Computer Corporation	Mr. Joe	Tasker	DC
ConAgra, Inc.	Mr. Paul A.	Korody	DC
Consolidated Paper	Mr. Daniel P.	Meyer	WI
Continental Grain Company	Mr. Dwight	Coffin	DC
Cooper Industries, Inc.	Mr. Thomas	Campbell	TX
Coopers and Lybrand	Mr. Joseph P.	Petito	DC
Corning Inc.	Mr. Allan D.	Cors	DC
CSX Corporation	Mr. Woodruff M.	Price	DC
Dana Corporation	Mr. Ed	McNeal	OH
Deere and Company	Mr. Dean R.	Dort, II	DC
Deloitte and Touche	Ms. Nina	Gross	DC
Delta Airlines	Mr. D. Scott	Yohe	DC
Detroit Edison Company	Mr. Robert J.	Horn	DC
Digital Equipment Corporation	Mr. Michael	Aisenberg	DC
Dow Chemical Company	Mr. Lewis	Gayner	DC
Dow Corning Corporation	Ms. Faye	Gorman	DC
Dresser Industries, Inc.	Mr. Ardon B.	Judd, Jr.	DC
Dun & Bradstreet	Mr. Michael	Brewer	DC
Duracell International, Inc.	Mr. James	Donahue	CT
E-Systems, Inc.	Mr. William R.	McClain	VA
E.I. du Pont de Nemours & Company	Mr. Mark D.	Nelson	DC
Eastman Kodak Company	Mr. Robert F.	Brothers	DC
Eaton Corporation	Mr. John W.	Hushen	OH
Echlin, Inc.	Mr. Fred	Mancheski	CT
Eli Lilly & Company	Mr. William J.	Turenne	DC
Emerson Electric Company	Mr. Perry	Roberts	MO
ENRON Corporation	Ms. Cynthia	Anderson	
Ernst and Young	Mr. D. Jeffrey	Hirschberg	DC

COMPANY	FIRST NAME	LAST NAME	STA
Ethyl Corporation	Mr. Jeffrey G.	Smith	DC
Exxon Corporation	Mr. Donald	Smiley	DC
Federal Express	Mr. George	Tagg	DC
Federal Paper Board Company	Mr. Quentin	Kennedy, Sr.	NJ
Federal-Mogul	Mr. George N.	Bashara	MI
Fleetwood Enterprises	Mr. William H.	Lear	CA
Fluor Corporation	Ms. Betty Hudson	Bowers	DC
FMC Corporation	Mr. Harold	Russell	DC
Ford Motor Company	Mr. Elliot	Hall	DC
Fort Howard Corporation	Mr. Charles D.	Wilson	WI
Freeport McMoran, Inc.	Mr. Russell	King	DC
Gannett Company, Inc.	Ms. Mimi	Feller	VA
Gaylord Container Corporation	Ms. Kathryn J.	Chieger	IL
Gencorp Inc.	Mr. C. Carl	Dangel	OH
General Electric	Mr. Phillips S.	Peter	DC
General Mills Inc.	Mr. Robert S.	Bird	DC
General Motors Corporation	Mr. George	Peapples	DC
General Signal Corporation	Ms. Eileen	Joyce	CT
Georgia-Pacific Corporation	Mr. John	Turner	DC
Goodyear Tire and Rubber Company	Mr. Rudolph A.	Vignone	DC
GTE Corporation	Mr. Samuel	Shawhan	DC
Halliburton Company	Mr. George L.	Gleason	DC
Harris Corporation	Mr. Frank J.	Lewis	VA
Harsco Corp.	Mr. Robert	Haynos	PA
Hercules Incorporated	Mr. Samuel A.	Mabry	DC
Hershey Foods Corporation	Ms. Holly	Hassett	DC
Hewlett-Packard Company	Mr. Eben S.	Tisdale	DC
Honeywell Inc.	Ms. Pamela K.	Ernest	DC
Household International, Inc.	Mr. J. Denis	O'Toole	DC

COMPANY	FIRST NAME	LAST NAME	STA
Houston Industries	Mr. Howard	Pyle	DC
Hubbell Inc.	Mr. Thomas	Conlin	CT
Hughes Aircraft Company	Mr. Larry	Wheeler	VA
Humana Inc.	Mr. George	Atkins	KY
IBM	Mr. Douglas C.	Worth	DC
IMCERA Group, Inc.	Ms. Susan K.	Bunning	DC
Ingersoll-Rand Company	Mr. Kenneth	Bateman	DC
Intel Corporation	Mr. James	Knox	IL
International Paper Company	Mr. W. Dennis	Thomas	DC
ITT Rayonier	Ms. Wendy	Pugnetti	WA
J.P. Morgan & Company, Inc.	Mr. Michael E.	Patterson	NY
James River Corporation	Mr. Daniel J.	Girvan	VA
Jefferson Smurfit Corporation	Mr. Michael	Farrar	MO
Johnson & Johnson	Mr. Jack P.	Hall	DC
Johnson Controls	Ms. Carol	Rowland	DC
Joseph Seagram & Sons, Inc.	Mr. Bill	Roesing	DC
K-Mart Corporation	Mr. A. Robert	Stevenson	MI
Kellogg Corporation	Mr. John P.	Ford	DC
Kerr-McGee Corporation	Mr. Peter	Frank	DC
Kimberly-Clark Corporation	Ms. Bonnie B.	Wan	DC
KPMG Peat Marwick	Mr. Joseph	Crostic	DC
Kroger Company	Mr. Jack W.	Partridge, Jr.	OH
Lockheed Corporation	Mr. Richard K.	Cook	VA
Longview Fibre Company	Mr. Robert B.	Arkell	WA
Loral Corporation	Mr. Fredrick W.	Rhodes	VA
LSI Logic Corporation	Mr. Bruce	Entin	CA
LTV Corporation	Mr. Julian	Scheer	DC
M.A. Hanna Company	Mr. Richard E.	Hahn	OH
MagneTek, Inc.	Mr. Robert	Murray	CA

COMPANY	FIRST NAME	LAST NAME	STA
Manville Corporation	Mr. David	Pullen	DC
Mark IV Industries, Inc.	Mr. Frederick L.	Cook	NY
Marriott Corporation	Mr. W. Donald	Ladd	DC
Mars, Inc.	Mr. Edward J.	Stegemann	VA
Marsh & McLennan Companies	Mr. John	O'Sullivan	NY
Martin Marietta Corporation	Mr. Clarence	Ward	MD
Maytag Corporation	Mr. Douglass C.	Horstman	VA
McDermott, Inc.	Mr. Gary	Drinkwater	DC
McDonnell Douglas Corporation	Ms. Michele	Sovensen	VA
McGraw-Hill, Inc.	Mr. William P.	Giglio	DC
MCI Communications	Mr. Gerald J.	Kovach	DC
Merck and Co., Inc.	Ms. R. Teel	Oliver	DC
Merrill Lynch and Company	Mr. Bruce	Thompson	DC
Metropolitan Life Insurance Co.	Mr. Vincent P.	Reusing	DC
Mobil Corporation	Mr. Anthony R.	Corso	VA
Monsanto Company	Mr. David S.J.	Brown	DC
Morgan Stanley	Mr. David	Barrett	DC
Morrison-Knudson Company	Mr. Charles W.	Simpson	DC
NALCO Chemical Company	Mr. Graham H.	Jackson	IL
National Semiconductor Corporation	Ms. Cathy	Hutchinson	CA
National Service Industries, Inc.	Mr. David	Levy	GA
Navistar International	Mr. Brian	Whalen	IL
Nike, Inc.	Mr. Grant	Hanson	DC
NL Industries, Inc.	Mr. Karl	Ottosen	DC
North American Philips Corporation	Mr. Thomas B.	Patton	DC
Northern States Power Company	Ms. Elaine	Ziemba	DC
NYNEX	Mr. Thomas J.	Tauke	DC
Occidental Petroleum Corporation	Mr. Robert	McGee	DC
Olin Corporation	Mr. Robert E.	Smith	DC

COMPANY	FIRST NAME	LAST NAME	STA
Oryx Energy	Ms. Ann	Perry	DC
Owens Corning Fiberglass	Mr. Derek	Holden	DC
Owens-Illinois	Mr. John	Hoff	OH
PACCAR	Mr. Norman	Snow	DC
Pacific Telesis Group	Mr. Ronald F.	Stowe	DC
Pennzoil Company	Mr. Frank	Verrastro	DC
Pepsico, Inc.	Mr. David	Wright	NY
Pfizer Inc.	Ms. Catherine P.	Bennett	DC
Phelps Dodge Corporation	Ms. Linda D.	Findlay	DC
Philip Morris Company, Inc.	Ms. Kathleen	Linehan	DC
Pioneer Hi-Bred International Inc.	Ms. Elizabeth	Singley	DC
Pittway Corporation	Mr. Paul R.	Gauvreau	IL
Ply-Gem Industries, Inc.	Mr. Neil	Bogus	NY
Polaroid Corporation	Mr. Tom	Kentfield	VA
Potlatch Corporation	Mr. Hubert D.	Travaille	CA
PPG Industries	Mr. R. Gary	Wilson	PA
Premark International, Inc.	Mr. Jim	Rose	IL
Price Waterhouse	Ms. Andrea	Andrews	DC
Procter & Gamble	Mr. John Alan	Saxton	DC
Quaker Oats Company	Mr. Luther C.	McKinney	IL
Ralston-Purina	Mr. Claude D.	Alexander	DC
Raychem Corporation	Mr. Peter	Smith	DC
Raytheon Company, Inc.	Mr. Gerard A.	Smith	VA
Reader's Digest Association, Inc.	Mr. Melvin R.	Laird	DC
Reliance Electric Company	Mr. Scott	Dalton	OH
RJR Nabisco, Inc.	Ms. Carol	Thompson-Cole	DC
Roadway Services, Inc.	Mr. Timothy	Lynch	VA
Rockwell International Corporation	Mr. James A.	McDivitt	VA
Rohm & Haas Company	Mr. Geoffrey B.	Hurwitz	DC

COMPANY	FIRST NAME	LAST NAME	STA
Salomon, Inc.	Mr. Michael	Andrews	DC
Santa Fe System	Mr. Alan J.	Moore	DC
Sara Lee Corporation	Mr. Robert L.	Lauer	IL
Sears, Roebuck and Company	Mr. Randolph H.	Aires	DC
Shell Oil Company	Mr. Stephen	Ward	DC
Silicon Graphics Computer Systems	Ms. Sherry	Levit	CA
Sonoco Products Company	Mr. Jack	Westmoreland	SC
Spring Corporation	Mr. Jay	Keithley	DC
SPX	Mr. Paul	Haluza	MI
St. Joe Paper Company	Mr. Stanley D.	Fraser	FL
Stone Container Corporation	Ms. Gayle	Sparapani	IL
Sun Microsystems	Mr. Thomas L.	Wylie	DC
Tambrands Inc.	Mr. Bruce P.	Garren	NY
Tandem Computer	Mr. Robert	Yeldell	VA
Teledyne, Inc.	Mr. Carl T.	Bayer	VA
Temple-Inland, Inc.	Mr. Richard A.	Bennett	TX
Tenneco	Mr. John J.	Castellani	DC
Tesoro Petroleum Corporation	Mr. Perry W.	Woofter	DC
Texaco Inc.	Mr. James C.	Pruitt	DC
Texas Instruments	Mr. John K.	Boidock	DC
Textron, Inc.	Ms. Mary Lynch	Howell	DC
The Upjohn Corporation	Mr. Edward	Greissing	DC
Thomas and Betts Corporation	Mr. Robert	Berry	NJ
Time Warner Inc.	Mr. Timothy A.	Boggs	DC
TRW Inc.	Mr. Michael	McShane	VA
Tyco Labs, Inc.	Mr. Irving	Gutin	NH
UIS	Mr. Joseph	Arrigo	NY
Unilever	Mr. Robert A.	Weinberger	DC
Union Camp Corporation	Mr. John C.	Whitaker	DC

COMPANY	FIRST NAME	LAST NAME	STA
Union Carbide Corporation	Mr. James B.	Murray	DC
Unisys Corporation	Mr. Dan	Hoydysh	DC
United Airlines	Ms. Shelley A.	Longmuir	DC
United Technologies	Mr. William F.	Paul	DC
Unocal Corporation	Mr. Thomas	Hairston	DC
US West, Inc.	Mr. H. Laird	Walker	DC
USX Corporation	Mr. Terry	Straub	DC
Valero Energy Corporation	Mr. James	Greenwood	DC
Varian Associates, Inc.	Mr. Derrel	DePasse	CA
W.R. Grace & Co.	Ms. Judith	Hofmann	DC
Warnaco	Ms. Phyllis O.	Bonanno	DC
Warner-Lambert Company	Mr. Vincent	LoVoi	DC
Waste Management	Mr. James D.	Range	DC
Western Digital Corporation	Mr. Robert L.	Erickson	CA
Westinghouse Electric Corporation	Mr. F. Leo	Wright	DC
Weyerhaeuser Company	Mr. Frederick S.	Benson, III	DC
Whirlpool Corporation	Mr. Andrew J.	Takacs	MI
Willamette Industries	Ms. Suzanne C.	Davis	OR
Witco Corporation	Mr. Carl R.	Soderlind	NY
Xerox Corporation	Mr. J. Michael	Farron	DC
Zenith Electronics Corporation	Mr. John	Taylor	IL

Count: 253

Dec 19
3-5
Roosevelt

EXECUTIVE OFFICE OF THE PRESIDENT

15-Dec-1994 06:00pm

TO: (See Below)

FROM: Margo L. Spiritus
Appointments and Scheduling

SUBJECT: LONG TERM SCHEDULING MEETING

On Monday, December 19th Leon Panetta and Billy Webster will be convening a long term scheduling meeting in the Roosevelt Room from 3 pm - 5pm. If you have any questions please call Jennifer Palmieri (6-6797) in Leon Panetta's office or myself at (6-2823).

Attached, please find a copy of the agenda:

I.	Opening Remarks	Leon Panetta
II.	The Context	
	- POTUS Discretionary Time	Billy Webster
	- THE FOCUS	Erskine Bowles
	- Commitments: Next 6 Months	Billy Webster
III.	The Process	
	- Overview of Long Term Scheduling Process	Billy Webster
IV.	Open Issues	

Distribution:

TO: Erskine Bowles
TO: Harold Ickes
TO: Mark Gearan
TO: David Dreyer
TO: Michael Waldman
TO: Rahm Emanuel
TO: Donald A. Baer
TO: Stephen B. Silverman
TO: Evelyn S. Lieberman

TO: Margaret A. Williams
TO: Patti Solis
TO: Jack M. Quinn
TO: Carol H. Rasco
TO: Marcia L. Hale
TO: Patrick J. Griffin
TO: Susan Brophy
TO: Robert E. Rubin
TO: Sylvia M. Mathews
TO: Alexis Herman
TO: Steven M. Hilton
TO: John Podesta
TO: Judith A. Stock
TO: Barry J. Toiv
TO: Joe Velasquez
TO: John Gibbons

CC: Pamela B. Madaris
CC: Janice A. Enright
CC: Steven A. Cohen
CC: David Leavy
CC: Stephanie Streett
CC: Heather Beckel
CC: Amanda Crumley
CC: Christa T. Robinson
CC: Gabrielle M. Bushman
CC: Julie E. Demeo
CC: Anna Winderbaum
CC: Erin A. O'Connor
CC: Ann M. Cattalini
CC: Ruby G. Moy
CC: Christopher Wayne
CC: Frances R. Wessel

Dec 19
3-5

MEMORANDUM FOR SENIOR STAFF

FROM: LEON PANETTA

RE: LONG TERM PLANNING MEETING

DATE: DECEMBER 14, 1994

Please be advised that on Monday, December 19th from 3pm - 5pm there will be a long term planning meeting in the Roosevelt Room. The purpose of this meeting is to align major scheduling decisions with an overall strategy and give senior staff a voice in shaping the longterm schedule. There is a meeting agenda attached to this memo.

If you have any questions or concerns, contact Jennifer Palmieri in my office at (6-6797).

LONG TERM SCHEDULING MEETING

MONDAY, DECEMBER 19, 1994

3pm - 5pm, ROOSEVELT ROOM

Meeting Agenda:

I. Opening Remarks — Leon Panetta

II. The Context

- POTUS Discretionary Time — Billy Webster
- THE FOCUS — Erskine Bowles
- Commitments: Next 6 Months — Billy Webster

III. The Process

- Overview of Long Term Scheduling Process — Billy Webster

IV. Open Issues

THE WHITE HOUSE

WASHINGTON

474 020P

December 19, 1994

MEMORANDUM FOR ALEXIS HERMAN

FROM: Debbie Fine

SUBJECT: Summary on 12/20 Early Supporter Briefing

We expect approximately 35 participants at Tuesday's briefing. They are primarily early financial supporters of Clinton/Gore Victory '92. As a result of the low turn-out, we will set up the Indian Treaty Room conference-style.

Following is the program:

11:00AM to 12:30PM	**Legistrative Strategy and Issues**	
	Moderator:	Erskine Bowles
	Issues:	Secretary Riley
	Strategy:	Steve Ricchetti
10:30AM to 11:00AM	**Break**	
9:00AM to 10:30AM	**Political Listening Session**	
	Moderator:	Alexis Herman
	Briefer1:	Harold Ickes
	Briefer2:	Leon Panetta

Please let me know if you have any questions. Attached are the briefing memoranda that went to briefers from you.

THE WHITE HOUSE

WASHINGTON

December 19, 1994

MEMORANDUM FOR HAROLD ICKES

FROM: Alexis Herman

SUBJECT: Briefing Materials for 12/20 Early Supporter Briefing

---

DATE:	Tuesday, December 20, 1994
TIME:	11:00AM to 11:45AM
LOCATION:	Room 474, Old Executive Office Building

I. PURPOSE

As you know, the purposes of this briefing are to:

- educate participants on the current political situation,
- listen to their concerns and suggestions,
- instill a sense of confidence that the administration remains committed to its goals,
- mobilize participants to go back to their communities and become more active on behalf of the administration.

II. BACKGROUND

The First Lady and the President have invited early financial supporters of Clinton/Gore Victory '92 to a black-tie, holiday reception on Tuesday evening at the White House. At their request, we have organized: (1) a legislative strategy and issues session; and (2) a political listening session for participants that morning.

You and Leon Panetta are the briefers for this political listening session; I will be the moderator. The set-up is informal, conference-style to facilitate more open discussion. We expect approximately 35 participants. Preceding this briefing participants will have heard from Erskine Bowles, Secretary Riley and Steve Ricchetti on legislative strategy and issues.

Feedback from previous briefings:

Some of the recurring comments we have heard from participants in the briefings held so far include the need for the administration to:

- further develop a clear and concise message;
- draw some lines in the sand on which we will not compromise;
- tighten leaks from anonymous 'senior White House officials'; and
- improve communication with supporters, particularly dissemination of information on the facts of administration accomplishments.

Other observations from previous briefings:

- Participants in previous early supporter briefings were anxious for the opportunity to make comments, express concerns and make suggestions for strategic planning. We want to accommodate their desires to the extent possible.

- It is important that participants walk away confident that the President remains committed to fighting for the principles on which he was elected.

- At the same time, they do not want to hear us pretend everything is okay; they want to hear that we recognize we are facing a significant -- but not unsurmountable -- challenge.

- It is also important for participants to feel confident that this is an ongoing process of communication and that we will depend on their input as we move forward.

- As you know, it is likely that you will confront some frustration from participants -- because of their strong support for the Clintons.

III. SEQUENCE OF EVENTS

- I will re-convene the briefing, and make brief remarks. (11:00AM)
- I will introduce you. (11:10AM)
- You will make remarks. (20 minutes)
- You will open up for discussion. (11:30AM)
- Leon Panetta will arrive and join the discussion. (He may choose to open with brief remarks, or to wait and respond as the discussion continues.) (11:45AM)
- I will make closing remarks, and end the briefing. (12:15PM)

IV. TALKING POINTS

Attached are suggested talking points for the briefing, in addition to the talking points on the Middle Class Bill of Rights.

Thank you once again for participating. We have received very positive feedback from participants for this opportunity.

THE WHITE HOUSE

WASHINGTON

December 19, 1994

MEMORANDUM FOR LEON PANETTA

FROM: Alexis Herman

SUBJECT: Briefing Materials for 12/20 Early Supporter Briefing

---

DATE: Tuesday, December 20, 1994
TIME: 11:45AM to 12:15PM
LOCATION: Room 474, Old Executive Office Building

I. PURPOSE

The purposes of this briefing are to:

- educate participants on the current political situation,
- listen to their concerns and suggestions,
- instill a sense of confidence that the administration remains committed to its goals,
- mobilize participants to go back to their communities and become more active on behalf of the administration.

II. BACKGROUND

The First Lady and the President have invited early financial supporters of Clinton/Gore Victory '92 to a black-tie, holiday reception on Tuesday evening at the White House. At their request, we have organized: (1) a legislative strategy and issues session; and (2) a political listening session for participants that morning.

You and Harold Ickes are the briefers for this political listening session; I will be the moderator. We expect approximately 35 participants, and will set-up the room conference-style to facilitate more open discussion. Preceding this briefing participants will have heard from Erskine Bowles, Secretary Riley and Steve Ricchetti on legislative strategy and issues.

Feedback from previous briefings:
Some of the recurring comments we have heard from participants in the briefings held so far include the need for the administration to:

- further develop a clear and concise message;
- draw some lines in the sand on which we will not compromise;
- tighten leaks from anonymous 'senior White House officials'; and
- improve communication with supporters, particularly dissemination of information on the facts of administration accomplishments.

Other observations from previous briefings:

- Participants in previous early supporter briefings were anxious for the opportunity to make comments, express concerns and make suggestions for strategic planning. We want to accommodate their desires to the extent possible.

- It is important that participants walk away confident that the President remains committed to fighting for the principles on which he was elected.

- At the same time, they do not want to hear us pretend everything is okay; they want to hear that we recognize we are facing a significant -- but not unsurmountable -- challenge.

- It is also important for participants to feel confident that this is an ongoing process of communication and that we will depend on their input as we move forward.

- It is possible that you will confront some frustration from participants -- because of their strong support for the Clintons.

III. SEQUENCE OF EVENTS

- I will re-convene the briefing, and make brief remarks. (11:00AM)
- I will introduce Harold Ickes. (11:10AM)
- Harold Ickes will make remarks. (20 minutes)
- Harold will open up for discussion. (11:30AM)
- You will arrive and join the discussion. (You can either opening with brief remarks or wait to respond to comments as discussion continues.) (11:45AM)
- I will make closing remarks, and end the briefing. (12:15PM)

IV. TALKING POINTS

Attached are suggested talking points for the briefing, in addition to the talking points on the Middle Class Bill of Rights.

Thank you for participating. We have received very positive feedback from participants for this opportunity.

POLITICAL BRIEFING (Alexis Herman)

-- RECONVENE/OPENING --
(10 Minutes)

I. Welcome/Greet

- Welcome to the second half of this morning's workshops.

II. Program: As you have already been told, this morning's workshops have three goals:

- **Overview:**

(1) To give you our assessment of where we are with respect to both the politics and the issues in the post-November 8 environment.

(2) Second, and most importantly, to listen to you: to hear your ideas and to gain your perspective.

(3) Finally, to rededicate ourselves to getting our message out. We'll ask each of you to commit to an "action plan" -- certain steps that you can take to help President Clinton move forward.

- **Agenda:**

(1) You have already had a chance to hear about the legislative agenda and how we plan to navigate it through a Republican Congress.

(2) In a few moments I will introduce Harold Ickes, Deputy Chief of Staff. He will focus on the current political climate, some of the forces behind the November 8th results and identify some key races at the local and state levels in the coming year. Mostly he will want to hear from you, to have a give-and-take discussion on these subjects.

(3) Following Harold, Chief of Staff Leon Panetta will join us to continue this discussion.

(3)12:30 pm: We will let you go to prepare for tonight's holiday celebration with the President and the First Lady.

III. Introduction of POLITICAL Speaker: Harold Ickes

POLITICAL BRIEFING (Harold Ickes)
(20 Minutes)

o We all know what occurred on November 8th, and every one is tired of discussing it. We all know that:

- o Despite the real economic progress we've made, there is great anxiety among Americans about their own ability to survive economically.

- o Voters are deeply unsatisfied with the pace of change.

- o They are frustrated with government.

- o There is a gnawing fear about the decline in this nation's moral fabric and the loss of security in our communities.

- o Finally, there is a great deal of anger about the changing world we live in and the government's role in that world.

o The choices are clear: Are we going to do what it takes to better the lives of working Americans -- who work hard and play by the rules everyday? Are we going to continue to make the necessary changes in this government?

o So far, the choices we've made have been the right ones, but we failed to get our message out.

o This Administration has not been about "left" or "right", but about working to improve where the majority of Americans are -- the middle class. Bill Clinton has always been a centrist. He was elected as one, and he has governed as one.

o Yet they have not felt the impact of those efforts in their own lives. Let me share some important statistics from the recent election:

- o On November 8, we lost ground with folks in the $15,000-$30,000 income bracket. For the first time ever, over half of white Americans in that income category voted Republican.

- o Among Americans over 60 years old, we slipped from 54% Democratic in 1992 to 45% Democratic in 1994, despite the impact of the "Contract" on Medicare and other programs they care about and rely on.

o The Republicans got their voters out in great numbers, and we didn't. The Christian Coalition, the NRA, and other Republican base voters went out to vote in overwhelming numbers, and our voters did not. We were out-organized, out-hustled, and out-communicated.

o This was a wake-up call to reach out and better communicate to Americans who work hard and play by the rules. Our job is to pull together a great political operation so we can get our message out there first.

o [TRANSITION TO 95 AND '96 -- Key Races] Clearly, part of a winning strategy is choosing which battles to fight: Right now, we need to begin looking at key mayoral and gubernatorial races coming up in 1995.

o In Kentucky, Louisiana, and Mississippi, there will be tough Governor races. There will be 73 mayoral races in cities with 100,000 or more in population, including Chicago, Denver, San Francisco, Kansas City, Philadelphia, Houston, and Cincinnati.

o Organizational Challenges:

  o We have to work as a team, if we are to succeed in these races. We are working to clarify/coordinate roles of DNC, the White House Committee to Re-elect the President, Democratic State Chairs, DSCC, DCCC, DGA.

  o These may be different entities, but they all share the same goals.

o But we're not waiting until every new leadership slot is filled to move ahead.

o Conclusion:

- We know that we need to work on developing our message, and on getting that message to you to help us carry in your communities.

- Our goals are doable. We can win in 1995 and 1996. And, the stakes couldn't be higher.

[QUESTION AND ANSWER PERIOD]

OPEN FLOOR/DISCUSSION (Leon Panetta and Harold Ickes)
(45 Minutes)

- I've identified some of the forces -- as well as some of our failures -- that led to our electoral losses on November 8. But if we are to learn all the lessons of that day, we need to hear from you.

- Give us your recommendations on what we need to do better or differently.

SUMMARY AND ACTION PLAN (Alexis Herman)
(15 Minutes)

- Many of you today have spoken about taking concrete action steps. I want you to take the time before you leave to fill out the yellow White House Information Sheet that you see in your packets. We need accurate information about how to reach you, but we also want information on what activities you are willing to commit to. For example, in other briefings, we have heard ideas about starting radio talk-shows.

  Please feel free to write down any other recommendations you have that you did not get an opportunity to express here today.

  We are depending on your feedback, and we want you to know that this is not a one-shot deal. We want to continue communicating with you and involving you in the process.

THE WHITE HOUSE

WASHINGTON

December 19, 1994

MEMORANDUM FOR SECRETARY RILEY

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

SUBJECT: Briefing Materials for 12/20 Early Supporter Holiday Briefing

---

DATE: Tuesday, December 20, 1994
TIME: 9:15AM to 9:45AM
LOCATION: Room 474, Old Executive Office Building

I. PURPOSE

As you know, the purposes of these briefings are to:

- briefly discuss the administration's accomplishments;
- summarize the administration's legislative strategy for working with the 104th Congress;
- educate participants on the President's priority legislative initiatives for 1995; and
- listen to participants' concerns and suggestions.

II. BACKGROUND

The First Lady and the President have invited early financial supporters of the Clinton/Gore Victory '92 effort to a black-tie, holiday reception on Tuesday evening at the White House. At their request, we have organized a series of briefings for participants the morning of the reception. Each participant will participate in two briefings: (1) a legislative strategy and issues session; and (2) a political listening session.

You are the legislative issues briefer for this legislative strategy and issues sessions this morning. They will expect to hear from you a little about the administration's agenda for 1995 from an issues perspective. You will be teamed up with Erskine

Bowles as moderator, and Steve Ricchetti, Deputy Assistant for Legislative Affairs, who will brief participants on legislative strategy. Following the legislative issues and strategy briefing, participants will hear from John Emerson, Alexis Herman, Harold Ickes and Leon Panetta for the political discussion.

Notes from previous briefings:

Following are some observations from previous briefings:

- Participants are fairly sophisticated and politically active. They want a real sense of the overall direction and strategy of the administration as we move into 1995 and 1996.

- Participants were anxious for the opportunity to make comments, express concerns and make suggestions for strategic planning. We want to accommodate their desires to the extent possible.

- It is important that participants walk away confident that the President remains committed to fighting for the principles on which he was elected, and that we as an administration will not 'give in.'

- At the same time, they do not want to hear us pretend everything is okay; they want to hear that we recognize we are facing a significant -- but not unsurmountable -- challenge.

- If there are political questions you are not comfortable answering, you can ask them to raise the question again in the second session, which will focus solely on politics.

- You may confront some frustration from people -- because of their strong support for the Clintons.

III. SEQUENCE OF EVENTS

- Erskine Bowles will open and make short remarks. (9:00AM to 9:15AM)
- Erskine will introduce you.
- You will make remarks on the President's priority legislative issues for 1995, and then open it up for questions and comments.
- Erskine will thank you and introduce Steve Ricchetti. (9:45AM)
- Steve Ricchetti will make remarks on working with the 104th Congress and open for questions and comments. (9:45AM to 10:15AM)
- Erskine will close the legislative issues session for a 30-minute break.

IV. TALKING POINTS

A suggested outline of the briefing is attached, in addition to talking points on the Middle Class Bill of Rights. Talking points to be provided by your office.

Thank you once again for agreeing to participate. We have gotten positive feedback on the concept of these briefings in general, and on your participation in the program in particular.

December 19, 1994

MEMORANDUM FOR ERSKINE BOWLES

FROM: Alexis Herman

SUBJECT: Briefing Materials for 12/20 Early Supporter Briefing

---

DATE: Tuesday, December 20, 1994
TIME: 9:00AM to 10:30AM
LOCATION: Room 474, Old Executive Office Building

I. PURPOSE

As you know, the purposes of the legislative strategy and issues briefing are to:

- briefly discuss the administration's accomplishments;
- summarize the administration's legislative strategy for working with the 104th Congress;
- educate participants on the President's priority legislative initiatives for 1995; and
- listen to participants' concerns and suggestions.

II. BACKGROUND

This briefing was organized predominantly for early financial supporters of Clinton/Gore Victory '92. Once again, you are the moderator for the legislative issues and strategy session, and you will be teamed up with Secretary Riley and Steve Ricchetti. Following your briefing, they will hear from John Emerson, Harold Ickes and the Chief of Staff on the political climate.

Notes to Reiterate:

- It might be helpful to make sure participants understand that the first part of the briefing is intended to focus more on the issues, so that they do are not expecting a strong focus on the politics. The political listening session will allow for more time for political discussion.

- Participants are anxious for the opportunity to make comments, express concerns and make suggestions for strategic planning. We want to accommodate this desire to the extent possible.

- It is important that participants walk away confident that the President remains committed to fighting for the principles on which he was elected, and that we as an administration will not 'give in'.

- At the same time, they do not want to hear us pretend everything is okay; they want to hear that we recognize we are facing a significant -- but not unsurmountable -- challenge.

- It is possible that participants will express some anger and frustration at the political climate in general, and at the administration in particular -- because of their strong support for the Clintons. From previous briefings, it seems that we ought to listen and respond when appropriate to these comments, and suggestions, however we ought not to be overly apologetic.

III. SEQUENCE OF EVENTS

- You will welcome participants and make opening remarks. (9:00AM to 9:15AM)
- You will introduce Secretary Riley.
- Secretary Riley will make remarks on the President's priority legislative issues for 1995, and open it up for questions and comments. (9:15AM to 9:45AM)
- You will thank Secretary Riley, and introduce Steve Ricchetti.
- Steve Ricchetti will discuss what it means to work with the 104th Congress, and open it up for questions or comments. (9:45AM to 10:15AM)
- You will thank Steve and transition to a 30-minute break. (10:30AM)

IV. TALKING POINTS

A suggested outline and talking points are attached, in addition to biographies for Secretary Riley and Steve Ricchetti.

THE WHITE HOUSE

WASHINGTON

December 19, 1994

MEMORANDUM FOR STEVE RICCHETTI

FROM: Alexis Herman

SUBJECT: Briefing Materials for 12/20 Early Supporter Briefing

---

DATE: Tuesday, December 20, 1994
TIME: 9:45AM to 10:15AM
LOCATION: Room 474, Old Executive Office Building

I. PURPOSE

The purposes of this briefing are to:

- briefly discuss the administration's accomplishments;
- summarize the administration's legislative strategy for working with the 104th Congress;
- educate participants on the President's priority legislative initiatives for 1995; and
- listen to participants' concerns and suggestions.

II. BACKGROUND

Once again, you are the legislative strategy briefer for this legislative strategy and issues session. You will be teamed up with Erskine Bowles, as moderator, and Secretary Riley, who will discuss the substance of the administration's priority issues for 1995. There will be approximately 35 participants at this briefing, most of whom are early financial supporters of Clinton/Gore Victory '92. We are setting up the room conference-style to facilitate more open discussion.

Following the legislative briefing, participants will participate in a political discussion with Harold Ickes and Leon Panetta.

Notes to reiterate from previous early supporter briefings:

- Participants are fairly sophisticated and active politically. They want a real sense of the Administration's overall strategy as we move into 1995 and 1996.

- Participants are anxious for the opportunity to make comments, express concerns and make suggestions for strategic planning. We want to accommodate this desire to the extent possible.

- It is important that participants walk away confident that the President remains committed to fighting for the principles on which he was elected, and that we as an administration will not 'give in'.

- At the same time, they do not want to hear us pretend everything is okay; they want to hear that we recognize we are facing a significant -- but not unsurmountable -- challenge.

- I would also note that you may confront some frustration from people -- because of their strong support for the Clintons.

III. SEQUENCE OF EVENTS

- Erskine Bowles will open the briefing and make remarks. (9:00AM to 9:15AM)
- Erskine will introduce Secretary Riley.
- Secretary Riley will make remarks on the President's priority legislative issues for 1995, and open it up for questions and comments. (9:15AM to 9:45AM)
- Erskine will thank Secretary Riley and introduce you.
- You will discuss what it means to work with the 104th Congress, and open it up for questions or comments. (9:45AM to 10:15AM)
- Erskine will thank you, make closing remarks and break for 30 minutes. (10:30AM)

IV. TALKING POINTS

A suggested outline to use as a guide is attached.

Thanks again for participating in these briefings.

ISSUES WORKSHOP (Erskine Bowles)

-- OPENING --
(10-15 Minutes)

I. Welcome/Greet:

- On behalf of President Clinton, I would like to welcome you this morning to the Old Executive Office building and the White House. In addition to tonight's holiday celebration with the President and the First Lady, we wanted to take this opportunity to have a discussion with you about the changed political landscape we face going into 1995.

- Let me start by saying that you may want to walk away from here knowing exactly what the administration message is, but we are still working on it. And in part your feedback will help shape it.

- We do know what the elements of our message needs to be, and that is:

  1. It needs to resonate with people who work hard and play by the rules everyday.

  2. It needs to be simple.

  3. We need to make sure that the American people know that we are not changing in mid-course... we are staying the course for change. Bill Clinton remains committed to what he was elected on, and he will stand firm in fighting for those principles.

II. Overview: Let me tell you what you can expect in this workshop:

- **Program:**

  (1) First, we have asked Secretary Riley to talk about the substance of the President's key initiatives and how these will help to improve the lives of working Americans, particularly in the realm of education.

  (2) Second, we will hear from Steve Ricchetti, Deputy Assistant to the President for Legislative Affairs, to talk about our legislative agenda and what it means to work with the 104th Congress in a bi-partisan fashion.

  (3) Each speaker will give you the opportunity to ask questions, and to share your ideas.

- **Logistics** -- how we've organized this morning's workshop:

  (1) Present -- 10:30 am: Briefings from Secretary Riley and Steve Ricchetti.

  (2) 10:30 -11:00 am: 30-minute break.

(3) 11:00-12:30 am: Following the break, we'd like you to join us in for the second workshop of the morning, looking at the changed political landscape and key races we face in the coming year.

(4) 12:30 pm: We will let you go prepare for tonight's holiday celebration with the President and the First Lady.

III. Achievements: Before I ask Secretary Riley to talk about 1995, let me say that this President has made a difference in virtually every segment in the American community. Especially for those who work hard and play by the rules.

- We've downsized the government: Reductions achieved by this Administration will make this the smallest federal workforce since the Kennedy Administration. It will be 272,000 employees fewer.
- And, we've already cut the deficit in the federal budget by $87 billion. We have seen falling deficits for three years in a row, the first time since Harry Truman's Administration.
- We've opened up markets with the enactment of NAFTA and, more recently, with the passage of GATT.
- Under this Administration, more than 5 million new jobs have been added to the economy. Unemployment is at a four-year low. And, inflation remains low, while business inventories are rising at record rates.

IV. Closing/Transition to Secretary Riley:

A common theme this morning is the challenge we face in making a difference for with working Americans, the people who work hard and play by the rules. Our next speaker will focus on the substance of some of our initiatives and why they matter to working men and women, and their families.

ISSUES WORKSHOP (Secretary Riley)
(30 minutes)

I. Opening Remarks

II. Focus on where the Administration is headed in 1995:

- Overall agenda
- Middle Class Bill of Rights (Education)
- Welfare Reform (Optional)

III. Open up for questions and answers -- 15 minutes.

Suggested Talking Points on Welfare Reform:

- Despite all the progress this Administration has made over the past two years -- the creation of more than five million new jobs, the biggest expansion of trade in history, more new construction jobs than in the last nine years combined, and job growth in the manufacturing sector for the first time in a decade -- working Americans aren't feeling enough of the benefits of this recovery.

- More and more Americans who work and play by the rules, are worried that they could lose their job or their benefits. And, they are tired of watching their earnings benefit people who don't.

- There's no greater gap between mainstream American values and the government's welfare system. Our welfare system was set up for all the right reasons -- to help folks who have fallen on hard times temporarily, to give them a hand up for a little while so they could get their lives back in order. And, it still works that way for many people.

- But for too many more, the system is broken and needs to be fixed. It undermines the values of work, family, and responsibility -- the very values people most need to get back on track.

- I think most everyone here knows that welfare reform has been a battle Bill Clinton has been committed to for more than ten years, since he first became governor of Arkansas.

- He's worked with other governors, with members of Congress from both parties, but most importantly, with people on welfare and people who've worked their way off of it.

- Bill Clinton believes that we must change the welfare system so that it demands the same responsibility that our society demands of working Americans. Anyone who can work, should work. Anyone who brings a child into the world must take personal and financial responsibility for that child.

- That's why Bill Clinton's welfare reform plan includes a national campaign against teen pregnancy, and the toughest possible enforcement of our child support laws, along with the requirement that people on welfare will have to get off it and go to work after a specified time. And, there must also be a job there for them, and support for people who are working to raise their children.

- Bill Clinton sent welfare reform legislation to Congress during the last session. And, this Administration has already granted 20 states -- more than the last two Administrations combined -- relief from cumbersome federal bureaucracy rules, so that they can be freed to pursue welfare reform.

- In January, the President will be hosting a meeting with elected officials from both parties as a first step in an honest and forthright discussion about America's welfare system and how to fix it. It's not going to be easy, but the current system is a bad deal for the taxpayers who pay the bills and for the families who are stuck on it.

ISSUES WORKSHOP, CONT. (Erskine Bowles)

- **Introduction of Steve Ricchetti**

We've talked a little about what we've accomplished over the last two years, and about what we will continue to try to address in 1995 and 1996. We have recognized that although working people in this country are working harder and longer, they don't feel the impact of this economic prosperity in their own lives.

Two of the keys to bridging that gap over the next two years are:

- Our ability to successfully communicate and simplify the message. We appreciate your feedback on this.

- Our ability to find common ground with the 104th Congress on the issues that matter most to working Americans.

Steve Ricchetti will talk about how we intend to continue building on our progress in the next Congress.

LEGISLATIVE STRATEGY (Steve Ricchetti)
(30 minutes)

I. Overview of Legislative Strategy

II. Identify Domestic/Legislative Priorities:

- Middle Class Bill of Rights
- Welfare reform
- Health care reform
- FY '96 Budget
- Political reform

III. Identify Republican Legislative Goals

IV. Identify Key New Chairman

V. Working with the 104 Congress

- What does it mean to work with a Republican Congress in a bi-partisan way?

[QUESTION AND ANSWER PERIOD -- 15 minutes]

Please Join Us
for the
40th Birthday Celebration

of

Maggie Williams

RSVP to message machine 12/14

yes

Saturday, December 17th
The Old Ebbitt Grill
Washington, DC

9:00 p.m. to 1:00 a.m.

R.S.V.P. Ermette Williams Purce
(301) 598-8635

PM

NOV

40th B'day Celebration
for Maggie Williams
12-17-94

Ms. Alexis Herman
700 7th Street, S. W.
Washington, D.C.
20024

TO: Alexis Herman
FR: Rica Rodman
DT: December 16, 1994
RE: Friday Radio Interviews

Thank you for your time. Here is the list of radio interviews for Friday between **8:30 - 9:00 AM** and between **3:00 - 3:30 PM:**

8:30 - 8:35 AM

Station:	KCMO
City:	Kansas City
Hotline #:	816-753-5555
Backup #:	816-576-7681
Show:	Fredrock's and Co.
Interviewer:	Paul Fredrocks
Contact:	Mike Elder
FAX:	816-932-7390
Notes:	This is a **LIVE** talk show interview.

8:35 - 8:40 AM

Station:	WGCI
City:	Chicago
Hotline #:	312-987-4464
Backup #:	312-987-4465
Interviewer:	Probably Perry Williams
Contact:	Lisa
Notes:	This might be a LIVE talk show interview. This station needs to be called in the morning to see if a live interview is possible. Otherwise, they will do a taped news interview.

8:42 - 8:47 AM

Network:	American Urban Radio Network (AURN)
City:	National African-America Network
Hotline #:	800-456-4211
Backup #:	412-456-4030
Interviewer:	Mike Rivers
Contact:	Mike Rivers
Notes:	This is a **TAPED** news interview.

Time: 2:55pm

8:50 - 8:57 AM

Station:	**WLIB**
City:	New York City
Hotline #:	212-779-1318
Backup #:	212-779-1252
Interviewer:	JJ Raney
Contact:	Colin Boothman
Notes:	This is a **TAPED** news interview.

~~**3:02 - 3:10 PM**~~

Station:	WOL
City:	**Washington, D.C.**
Hotline #:	202-675-4861
Backup #:	202-675-4862
Interviewer:	Kathy Hughes
Contact:	Doxie McCoy
Notes:	This is a **LIVE** talk show interview.

3:10 - 3:20 PM

Station:	WCHB
City:	**Detroit**
Hotline #:	313-729-9242
Backup #:	313-278-1440
Show:	The John Arnold Show
Interviewer:	John Arnold
Contact:	Al Brown
Notes:	This is a **LIVE** talk show interview.

- African American station.
- They really want to have you on
- Will not be put on the spot.

Back-to-back
live interviews
First one @ 3:02 pm
followed by the 3:10 interview,
then VP's office in OEOB

TO: Alexis Herman
FR: Rica Rodman
DT: December 16, 1994
RE: Friday Radio Interviews

Thank you for your time. Here is the list of radio interviews for Friday between **8:30 - 9:00 AM** and between **3:00 - 3:30 PM:**

8:30 - 8:35 AM

Station:	KCMO
City:	Kansas City
Hotline #:	816-753-5555
Backup #:	816-576-7681
Show:	Fredrock's and Co.
Interviewer:	Paul Fredrocks
Contact:	Mike Elder
FAX:	816-932-7390
Notes:	This is a **LIVE** talk show interview.

8:35 - 8:40 AM

Station:	WGCI
City:	Chicago
Hotline #:	312-987-4464
Backup #:	312-987-4465
Interviewer:	Probably Perry Williams
Contact:	Lisa
Notes:	This might be a LIVE talk show interview. This station needs to be called in the morning to see if a live interview is possible. Otherwise, they will do a taped news interview.

8:42 - 8:47 AM

Network:	American Urban Radio Network (AURN)
City:	National African-America Network
Hotline #:	800-456-4211
Backup #:	412-456-4030
Interviewer:	Mike Rivers
Contact:	Mike Rivers
Notes:	This is a **TAPED** news interview.

8:50 - 8:57 AM

Station:	**WLIB**
City:	New York City
Hotline #:	212-779-1318
Backup #:	212-779-1252
Interviewer:	JJ Raney
Contact:	Colin Boothman
Notes:	This is a **TAPED** news interview.

3:02 - 3:10 PM

Station:	WOL
City:	**Washington, D.C.**
Hotline #:	202-675-4861
Backup #:	202-675-4862
Interviewer:	Kathy Hughes
Contact:	Doxie McCoy
Notes:	This is a **LIVE** talk show interview.

3:10 - 3:20 PM

Station:	WCHB
City:	**Detroit**
Hotline #:	313-729-9242
Backup #:	313-278-1440
Show:	The John Arnold Show
Interviewer:	John Arnold
Contact:	Al Brown
Notes:	This is a **LIVE** talk show interview.

3:25 - 3:30 PM

Station	~~WLOK~~
City:	Memphis
Hotline #:	~~901-527~~-9565
Interviewer:	Rick Taylor
Contact:	Rick Taylor
Notes:	This is a **TAPED** news interview.

3 interviews
back-to-back
to-back

EVENT MEMORANDUM

TO: Alexis Herman
FROM: Ben Johnson
DATE: December 16, 1994

EVENT: Briefing for The Children Defense Fund

DATE: December 16,1994

LOCATION: Vice President's OEOB Ceremonial Office

TIME: 1:00 PM

AUDIENCE: Approximately 25 prominent African Americans active in Children and Political issues.

BACKGROUND: At the request of Marian Wright Edelman, several prominent Black leaders have been meeting with the CDF to discuss strategies for protecting Black child and family needs in the new political climate. Approximately 20 of these individuals have been invited to the White House to meet with Alice Rivlin and someone from Carol Rasco's office. After these presentations , they will tour the East wing at 2pm and then return to the VP's OEOB ceremonial office where Hillary is expected to drop by at 3pm.

You are only expected to give greetings at 1pm. I have attached the list of the attendees for your review.

WHITE HOUSE ATTENDEES

attendee	affiliation	title	ss #	dob
Stanley, Hilbert	Nat'l Black Catholic Congress	Executive Director	[redacted]	[redacted]
Sadler, Jackie	National Medical Assocation	HIV/AIDS Education Consultant	[redacted]	[redacted]
Franklin, Dr. Paula	Children's Defense Fund	Health Division	[redacted]	[redacted]
Gantt, Harvey	Gantt, Huberson Architects	Partner	[redacted]	[redacted]
Reid-Green, Dr. Carolyn	Drew Child Development	President	[redacted]	[redacted]
Lynch, Bill	McAndrews & Forbes	Vice President	[redacted]	[redacted]
Jones, Dr. Lauren	BCCC	Clearing-house Director	[redacted] (b)(6)	[redacted]
Scott, Dr. Elsie	NYC Police Academy	Deputy Commissioner of Training	[redacted]	[redacted]
Amos, Kent	Urban Family Institute	President	[redacted]	[redacted]
Sabol, Barbara	University Rearch Corp/Ctr for Hum Serv.	President	[redacted]	[redacted]
Tuckson, Dr. Reed	Charles Drew University	President	[redacted]	[redacted]
Benning, Dr. Emma Bowman	Jack & Jill Foundation	President	[redacted]	[redacted]

662628.3500
06
07

Canada, Geoff	Rhoodolen Center for Children & Families	President	[redacted]	
Little, Kobi	Alpha Phi Alpha Fraternity, Inc.		[redacted]	
Attaway, Paquita	The Girl Friends, Inc.	National Advisory Chair	[redacted]	
Johnson, Dr. Otis	Chatham-Savannah Youth Futures	Executive Director	[redacted] (b)(6)	
Johnson, Judge Glenda Hatchett	Fulton County Juvenile Court	Chief Judge	[redacted]	
Forbes, Rev. James	The Riverside Church	Senior Minister	[redacted]	
Marian Wright Edelman	Children's Defense Fund	President	[redacted]	

Dec 15, 1994
230-245

December 14, 1994

MEMORANDUM TO: OPL STAFF

FROM: FLO MCAFEE
CHRIS WAYNE

SUBJECT: OPL DAY TOURS

The OPL White House Holiday Tour will take place tomorrow from 1:30 pm until 3:30 pm. Similar to last year's event, the staff will need to be in attendance to mix with our guests upstairs and to greet our guests as they come into the East Wing. We are the hosts of this event and we will need a team effort in order to welcome our friends and to thank them for their outstanding support. As you know, there has been a great demand for tickets. In turn, we are expecting a large number of people to attend.

In order to make it easier, we have devised a schedule of shifts to staff the receiving line at the entrance. It goes as follows:

TIME	STAFF
1:30 pm to 2:15 pm	1) ~~Alexis Herman~~ Steve 2) Flo McAfee 3) Chris Wayne
2:15 pm to 2:30 pm	1) Doris Matsui 2) Mike Lux 3) Marilyn D.
2:30 pm to 2:45 pm	1) Marilyn Y. 2) Suzanna Valdez 3) ~~Steve Hilton~~ Amitt
2:45 pm to 3:00 pm	1) Ben Johnson 2) Dan Wexler 3) Debbie Fine

* Please note: the entire Office of Public Liaison should serve as hosts at this event. Please take the opportunity to go to the East Room and spend some time with our guests.

The White House
Office of Public Liaison

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

Facsimile Transmittal Sheet

Number of Pages (Including Cover) 2

To Ruby Moy

Fax Number 6-2983

Office Number

Date 12/14

From Chris Wayne

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

Ruby,
Please put this on Alexis's schedule. If you have any questions, please give me a call.
Chris

THE WHITE HOUSE

WASHINGTON

AGENDA

BRIEFING FOR THE
PUBLIC MEMBERS ASSOCIATION OF THE FOREIGN SERVICE
December 15, 1994
Old Executive Office Building
Room 472

*****

WELCOME & INTRODUCTION
Alexis Herman
Assistant to the President
Director for Public Liaison

REMARKS & DISCUSSION
William Hyman
Director for International Economics
National Security Council &
National Economic Council

REMARKS & DISCUSSION
Jonathan Spalter
Assistant Press Secretary for Foreign Affairs &
Director of Public Affairs
National Security Council

REMARKS & DISCUSSION
Tom Nides
Chief of Staff
Office of the United States Trade Representative

*****

PUBLIC MEMBERS ASSOCIATION OF THE FOREIGN SERVICE

2300 M STREET, N.W., SUITE 900, WASHINGTON, D.C. 20037, (202) 223-1350

Banner "Works" vt Nr

① 30-40 people
② General Foreign Policy Briefing - not at emphasis on commercial Diplomacy
③ 15th noon pm
10-12 772

SEP - 8 1994

August 30, 1994

Ms. Alexis Herman
Assistant to the President and
Director of Public Liaison
Office of Public Liaison
The White House
Washington DC 20500

Dear Alexis,

Please note that I address you on this occasion as President of the Public Members Association of the U.S. Foreign Service (PMA), a role I boast sincerely because the entire membership of over 100 distinguished men and women from the U.S. private sector seems cut from the same fine cloth as your uncle, Dr. Broadus N. Butler, one of the organization's most respected Directors.

I write at the request of the Board of Directors of PMA to ask if you will sponsor a visit of PMA to the White House in December of this year. PMA plans a quartet of programs each year that offers privileged access to various departments and agencies of the Government so that our members may hear, through briefings by distinguished government officials, how U.S. Foreign Service matters affect all areas of Government.

The PMA Board has set the course for the close of 1994 and the first half of 1995 by requesting visits to the Department of Commerce (October), the White House (December), the United States Information Agency (March), and the State Department (May). Each event is co-chaired by two members of the PMA Board. Indeed, Dr. Broadus Butler has been named to co-chair the hoped-for visit to the White House with Board member Ms. Amanda MacKenzie, who herself has had distinguished service in White House matters and Democratic National Committee affairs.

It would be splendid if a visit of the PMA to the White House also might include an opportunity to see the 1994 year-end Holiday decorations.

Enclosed is a brief history of PMA. All members of the Association have served on Foreign Service selection boards and in other special capacities of volunteer service to the USA. If you believe a visit by PMA to the White House is feasible in December, Dr. Butler, Ms. MacKenzie and I would be pleased to visit with you in your office this month to outline plans that they and their committee would like to suggest. Approximately thirty-five to forty PMA members could be expected at the December event proposed.

Many thanks in advance for your consideration.

Sincerely,

Margaret

Margaret Adams
President

cc: Dr. Broadus Butler
Ms. Amanda MacKenzie

History of the Public Members Association

Beginning in 1947, men and women from the private sector have served on selection boards of the Department of State and related foreign affairs agencies. In 1967, they banded together to form the Public Members Association for the purpose of enhancing the calibre and competence of the Foreign Service.

The Association was founded on January 30, 1967 (the original group of 13 consisted of public members of the State Department inspection teams as well as selection boards). Meeting at the Department, they became the provisional board of directors.

Organized as a non-profit, non-partisan and non-political association, the organization from the outset made it clear that it would be concerned not with policy but personnel of the State Department. The interests of the public members focused on all the factors affecting the performance of the Foreign Service at their assigned posts: pay and promotion, working conditions, periodic job evaluation, fair treatment and due process.

First Board Elected

Having played the leading role in organizing the association, Robert Wallace McClenahan, a retired Gulf Oil executive with long service abroad, was elected as the first president. He would serve for two terms. Elected with him were three vice presidents: Marshall M. Holleb, a Chicago attorney who drafted the Association's By-Laws; Kenneth Youel, a retired public relations executive and a Washington consultant; and William J. Trent, personnel director of Time Magazine. Kate Davis Quesada, an interior decorator, member of a prominent St. Louis newspaper publishing family and wife of retired Air Force General Elwood R. Quesada, was elected secretary. Luis F. Corea, senior vice president of Riggs National Bank, was named treasurer.

Throughout nearly a quarter century of its existence, the ranks of the Public Members Association have been drawn from a broad segment of society. Attorneys, college presidents, corporate executives, bankers, business leaders, journalists, writers, judges, retired military officers, consultants in aerospace and energy, union officials and representatives of community and women's organizations have joined following service by invitation on promotion panels of the Department of State and the United States Information Agency (USIA).

To their demanding tasks, all have brought a broad and objective view, unencumbered by political considerations or by the obligations that executive branch officers have toward the interests of their particular agency.

Statement of Position

At its first formal meeting on November 14, 1968, the Public Members Association issued its Statement of Position:

> "Based on our personal experiences, we believe the utilization of public members is sound policy and that it contributes to greater effectiveness in this important phase of United States government functioning. Public members are unbiased, objective, and provide fresh judgements. They reside in various sections of the United States and represent an important cross section of informed citizenry."

The validity of the position has been confirmed over time. The Department of State, USIA, the Agency for International Development (AID) and other agencies of the executive branch continue to call upon Public Members and other private citizens for service on selection boards . Citing fiscal constraints, the Department of State and USIA recently have not used public members on inspection teams. To that extent, the view from the outside has been absent from the reports of the inspectors in recent years.

Through successive administrations following the two-year tenure of R. W. McClenahan as president, close collaboration of the Public Members Association with the Department of State and its allied agencies has continued unabated. Benefits have been mutual. PMA's membership has been invited to periodic briefings at the Department of State, and it has been kept further informed through special publications and reports. The Department of State has found in PMA a staunch supporter and medium through which foreign policy can be explained to important organizations and influential opinion leaders throughout the United States.

Contributions of PMA Members

Public Members Association as an organization, and its membership acting as individuals, over the years has been able to do many worthwhile things for the Department of State, which that agency could not accomplish alone.

Officers of the Association have prepared reports and appeared as witnesses before Congressional committees, and individual members as private citizens have been successful in obtaining legislative waivers that permitted the USIA to distribute certain materials in the United States.

A succession of PMA presidents has contributed significantly to the Association's record of accomplishment. Their names are listed in the box on the right.

PMA PRESIDENTS

Robert Wallace McClenahan	1967–69
Kenneth Youel	1969–73
R. Gordon Hoxie	1974–78
J. Burke Wilkinson	1979–83
Joseph M. Dukert	1983–84
Edgar K. Orr	1984–86
Louise L. Hoxie	1986–89
Joyce L. Robinson	1989–

Luncheons, Seminars, and Public Speaking...

With the cooperation of the American Foreign Service Association, PMA has regularly scheduled luncheons at AFSA's dining room at which key Department of State officials have been speakers. Recently, PMA has had its speakers luncheons through the auspices of the Diplomatic and Consular Officers Retired (DACOR) at the DACOR/Bacon House. Members of PMA have been invited to the annual Foreign Service Day sponsored jointly by the Department of State and DACOR. Department of State officials have traditionally been speakers at PMA's annual meeting held each spring in Washington, D.C.

Members of PMA have assisted in scheduling appearance by Foreign Service speakers before organizations in their local communities. Others, traveling abroad, have volunteered to speak on subjects within their area of expertise before audiences selected by the Department of State and USIA.

Public Members Association has sponsored a seminar on the Middle East in Egypt, and organized a trip to the People's Republic of China.

From 13 founding members, the Association has grown to an organization with 115 active members from 21 states. Recognized as a non-profit, educational organization under paragraph 501 (3) (c) of the Internal Revenue Code, the Public Members Association, as it approaches its 25th anniversary, remains dedicated to strengthening the American Foreign Service and to supporting its work.

Individuals from the private sector who have served as advisors to the Department of State, USIA, or other governmental agencies oriented to international relations and foreign service are eligible to join and are most welcome.

For membership information, please contact

- Joyce L. Robinson
  PMA President
  5116 Baltan Rd.
  Bethesda, MD 20816
  (301) 229-2844

- Holly Hildebrand Thomas
  PMA Membership Chairman
  5226 Harpers Farm Rd.
  Columbia, MD 21044-1012
  (301) 596-4225

ACKNOWLEDGEMENT

The information in this biography was compiled by Brig. Gen. Eugene Phillips, USA Ret. We are grateful for his efforts.

Mario M. Cooper

Cordially Invites You To

A

Holiday Reception

In Honor Of The

Gay/Lesbian Clinton Administration Appointees

RSVP to message machine 12/14

yes

7PM to 9PM

December 15, 1994

At the Home Of

Conrad and Peggy Cooper Cafritz

3030 Chain Bridge Road, N.W.

Washington, D.C.

Valet Parking R.S.V.P.

202/986-1300 ext. 16

NOV 25

7p

MEMORANDUM

Date: 11/29/94

To: MAGGIE WILLIAMS and ALEXIS HERMAN

From: Mario M. Cooper

Subject: Event Schedule

NOV 29

On Thursday, December 15, 1994, I am hosting an "off-the-record" holiday reception for the Clinton Administration's Gay/Lesbian Appointees. The event will be from 7pm to 9pm, at my sister's (Peggy Cooper Cafritz) home: 3030 Chain Bridge Road, NW Washington, DC.

I strongly suggest that it is in the best interest of the Administration for a principal to make an appearance. Consider the following:

- **these 45 or so folks will be responsible for carrying much of the Administrations' "water" over the next twenty-four months,**
- **there has been no recognition by the "higher-ups" of this distinguished group, and,**
- **in light of the President's declining support within this community and within the AIDS community, certainly at-least one principal could do a drop-by.**

Please let me know whether the President, First Lady, the Vice-Presidnt, Mrs. Gore, the Chief of Staff, Harold, George, etc. can attend. And of course, your attendance would be most welcomed.

THANKS!

Dec 15
8p
3040 Dumbarton

THE WHITE HOUSE

WASHINGTON

December 7, 1994

Dear Alexis,

Please join us for cocktails and buffet supper on Thursday, December 15th to celebrate the completion of the Summit of the Americas and to thank everyone who worked on it.

Our house is at 3040 Dumbarton Street, N.W. in Georgetown. Please come by any time, beginning at 8 p.m.

Hope you can make it.

Sincerely,

Roger Altman

THE WHITE HOUSE

WASHINGTON

December 15, 1994

MEMORANDUM FOR ALEXIS HERMAN

SUBJECT: 12/16 Early Supporter Holiday Briefing

FROM: Debbie Fine

Following is the schedule for Friday's briefing for Yale classmates who have been particularly active over the years:

9:00AM to 10:30AM	**Legislative Strategy and Issues Session**	
	Moderator:	Erskine Bowles
	Legislative Strategy:	Pat Griffin
	Legislative Issues:	Laura Tyson
	(Note: There is time for questions and answers and comments after each speaker.)	
10:30AM to 11:00AM	Coffee Break	
11:00AM to 12:30AM	**Political Listening Session**	
	Moderator:	Alexis Herman
	Briefing:	Mickey Kantor

The briefings will take place in room 450 OEOB. We currently have 72 confirmed participants. We are preparing for 100, although I do not expect more than 75. (There were only 160 invited to the dinner.)

Attached are your talking points as moderator for the political listening session.. (Based on Monday's briefing, I would note that Mickey Kantor may not discuss upcoming gubernatorial and mayoral races, in which case you should give a brief overview as laid out in his talking points.)

Also attached are copies of the briefing memoranda from you for each of the briefers.

THE WHITE HOUSE

WASHINGTON

December 15, 1994

MEMORANDUM FOR AMBASSADOR MICKEY KANTOR

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

SUBJECT: Briefing Materials for Early Supporter Briefings

DATE: Friday, December 16, 1994
TIME: 11:15AM to 12:00PM
LOCATION: Room 450, Old Executive Office Building

I. PURPOSE

As you know, the purposes of this briefing are to:

- educate participants on the current political situation,
- listen to their concerns and suggestions,
- instill a sense of confidence that the administration remains committed to its goals,
- mobilize participants to go back to their communities and become more active on behalf of the administration.

II. BACKGROUND

The First Lady and the President have invited classmates from Yale who have worked very hard over the years to a special black-tie, sit-down dinner on Friday evening at the White House. At their request, we have organized a series of briefings for participants the morning of the reception. Each participant will participate in two briefings: (1) a political listening session and (2) a legislative strategy and issues session.

You are the briefer for this political/listening session. You will be teamed up with me, as moderator for the briefing. Preceding this briefing, participants will hear from Erskine Bowles, Pat Griffin, and Laura Tyson on legislative issues.

Notes

You did a terrific job on Monday. Following are some observations from that briefing:

- Participants were anxious for the opportunity to make comments, express concerns and make suggestions for strategic planning. We want to accommodate this desire to the extent possible, as you did on Monday.

- It is important that participants walk away confident that the President remains committed to fighting for the principles on which he was elected, and that we as an administration are not 'giving in'.

III. SEQUENCE OF EVENTS

- I will open the briefing with brief remarks. (11:00AM)
- I will introduce you. (11:15AM)
- You will make remarks. (20 minutes)
- You will open up for discussion. (30 minutes)
- I will continue to listen to feedback, thank everyone and close the briefing.

Note here that the briefing is scheduled for 11:00AM to 12:30PM; you are scheduled to be there from 11:15AM to 12:00PM.

IV. TALKING POINTS

Attached are suggested talking points.

Thank you once again for agreeing to participate with such short notice. We have gotten positive feedback on the concept of these briefings in general, and on your participation in the program in particular.

THE WHITE HOUSE

WASHINGTON

REVISED

December 15, 1994

MEMORANDUM FOR ERSKINE BOWLES

FROM: Alexis Herman

SUBJECT: Briefing Materials for Early Supporter Briefing

DATE: Friday, December 16, 1994
TIME: 9:00AM to 10:30AM
LOCATION: Room 450, Old Executive Office Building

I. PURPOSE

The purposes of this legislative strategy and issues briefing are to:

- briefly discuss the administration's accomplishments;
- summarize the administration's legislative strategy for working with the 104th Congress;
- educate participants on the President's priority legislative initiatives for 1995; and
- listen to participants' concerns and suggestions.

II. BACKGROUND

The First Lady and the President have invited classmates from Yale to a special sit-down, black-tie dinner and holiday reception on Friday evening at the White House. At their request, we have organized a series of briefings for participants the morning of the reception. Two types of briefing sessions are scheduled: (1) a political listening session and (2) a legislative strategy and issues session.

You are the moderator for this legislative issues and strategy session. You will be teamed up with Pat Griffin, who will discuss the strategy for working with the 104th Congress and Laura Tyson, who will discuss the substance of the administration's priority issues for 1995. Following this briefing, participants will participate in a political briefing with Mickey Kantor and me.

Notes

- Participants in Monday's Early Supporter Briefing were anxious for the opportunity to make comments, express concerns and make suggestions for strategic planning. We want to accommodate this desire to the extent possible.

- It is important that participants walk away confident that the President remains committed to fighting for the principles on which he was elected.

- As moderator, it is important for you to try to keep people focused on the elements of our message. (See attached.)

III. SEQUENCE OF EVENTS

- You will welcome participants and make opening remarks. (9:00AM to 9:15AM)
- You will introduce Pat Griffin.
- Pat Griffin will discuss what it means to work with the 104th Congress, and open it up for questions or comments. (9:15AM to 9:45AM)
- You will thank Pat, and introduce Laura Tyson.
- Laura Tyson will make remarks on the President's priority legislative issues for 1995, and open it up for questions and comments. (9:45AM to 10:15AM)
- You will close the briefing.

IV. TALKING POINTS

A suggested outline and talking points are attached.

Thank you for agreeing to participate in these briefings. Your involvement is essential for making this a successful program.

THE WHITE HOUSE

WASHINGTON

December 15, 1994

MEMORANDUM FOR PAT GRIFFIN

FROM: Alexis Herman

SUBJECT: Briefing Materials for 12/16 Early Supporter Briefing

---

DATE: Friday, December 16, 1994
TIME: 9:15AM to 9:45AM
LOCATION: Room 450, Old Executive Office Building

I. PURPOSE

As you know, the purposes of this briefing are to:

- briefly discuss the administration's accomplishments;
- summarize the administration's legislative strategy for working with the 104th Congress;
- educate participants on the President's priority legislative initiatives for 1995; and
- listen to participants' concerns and suggestions.

II. BACKGROUND

The First Lady and the President have invited classmates from Yale who have worked very hard over the years to a special black-tie, sit-down dinner on Friday evening at the White House. At their request, we have organized a series of briefings for participants the morning of the reception. Each participant will participate in two briefings: (1) a political listening session and (2) a legislative strategy and issues session.

You are the legislative strategy briefer for this legislative strategy and issues session. You will be teamed up with Erskine Bowles, as moderator, and Laura Tyson, who will discuss the substance of the administration's priority issues for 1995. Following this briefing, participants will participate in a political briefing with Mickey Kantor and me.

Notes

Following are some observations from Monday's briefing:

- Participants are fairly sophisticated and active politically. They want a real sense of the Administration's overall strategy as we move into 1995 and 1996.

- Participants were anxious for the opportunity to make comments, express concerns and make suggestions for strategic planning. We want to accommodate this desire to the extent possible.

- It is important that participants walk away confident that the President remains committed to fighting for the principles on which he was elected, and that we as an administration will not 'give in'.

III. SEQUENCE OF EVENTS

- Erskine Bowles will welcome participants and make opening remarks. (9:00AM to 9:15AM)
- Erskine will introduce you.
- You will discuss what it means to work with the 104th Congress, and open it up for questions or comments. (9:15AM to 9:45AM)
- Erskine will thank you and introduce Laura Tyson.
- Laura Tyson will make remarks on the President's priority legislative issues for 1995, and open it up for questions and comments. (9:45AM to 10:15AM)
- Erskine will close the briefing.

Note here that although the briefing is from 9:00AM until 10:30AM, you are scheduled to participate from 9:15AM to 9:45AM.

IV. TALKING POINTS

A suggested outline to use as a guide is attached.

Thank you once again for agreeing to participate in these briefings with such short notice. We have gotten positive feedback in general, and feel confident that these are both worthwhile and long overdue.

THE WHITE HOUSE

WASHINGTON

December 15, 1994

MEMORANDUM FOR LAURA TYSON

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

SUBJECT: Briefing Materials for Early Supporter Holiday Briefing

---

DATE: Friday, December 16, 1994
TIME: 9:45AM to 10:15AM
LOCATION: Room 450, Old Executive Office Building

I. PURPOSE

The purposes of this briefing are to:

- briefly discuss the administration's accomplishments;
- summarize the administration's legislative strategy for working with the 104th Congress;
- educate participants on the President's priority legislative initiatives for 1995; and
- listen to participants' concerns and suggestions.

II. BACKGROUND

The First Lady and the President have invited classmates from Yale who have worked very hard over the years to a special black-tie, sit-down dinner on Friday evening at the White House. At their request, we have organized a series of briefings for participants the morning of the reception. Each participant will participate in two briefings: (1) a political listening session and (2) a legislative strategy and issues session.

You are the legislative issues briefer for this legislative strategy and issues session. You will be teamed up with Erskine Bowles, as moderator, and Pat Griffin, who will discuss the 1995 legislative strategy. Following this briefing, participants will participate in a political briefing with Mickey Kantor and me.

Notes
Following are some observations from previous briefings:

- Participants are fairly sophisticated and active politically. They want a real sense of the overall direction and strategy of the administration as we move into 1995 and 1996.

- Participants were anxious for the opportunity to make comments, express concerns and make suggestions for strategic planning. We want to accommodate this desire to the extent possible.

- It is important that participants walk away confident that the President remains committed to fighting for the principles on which he was elected, and that we as an administration will not 'give in'.

III. SEQUENCE OF EVENTS

- Erskine will welcome participate and make opening remarks. (9:00AM to 9:15AM)
- Pat Griffin will discuss working with the 104th Congress and take questions or comments. (9:15AM to 9:45AM)
- Erskine will introduce you.
- You will make remarks on the President's priority legislative issues for 1995 and ongoing economic growth, and then open it up for questions and comments. (9:45AM to 10:15AM)
- Erskine will close.

Please note here that although the briefing is from 9:00AM until 10:30AM, you are scheduled to participate from 9:45AM to 10:15AM.

IV. TALKING POINTS

A suggested outline of the briefing is attached. I am not providing you with talking points on health care reform or overall economic growth; I have, however, attached updated talking points on welfare reform.

Thank you for agreeing to participate in these briefings. Your involvement is essential for making this a successful program.

POLITICAL BRIEFING (Alexis Herman)

-- OPENING --
(10 Minutes)

I. **Welcome/Greet** (Yale classmates)

- Welcome to the second half of this morning's workshops.

II. **Program:** As you have already been told, this morning's workshops have three goals:

- **Overview:**

(1) To give you our assessment of where we are with respect to both the politics and the issues in the post-November 8 environment.

(2) Second, and most importantly, to listen to you: to hear your ideas and to gain your perspective.

(3) Finally, to rededicate ourselves to getting our message out. We'll ask each of you to commit to an "action plan" -- certain steps that you can take to help President Clinton move forward.

- **Agenda:**

(1) You have already had a chance to hear about the legislative agenda and how we plan to navigate it through a Republican Congress.

(2) In a few moments I will introduce our speaker for the first workshop. He will focus on some of the forces behind the November 8th results and identify some key races at the local and state levels in the coming year. After his briefing, we will open up the floor for a give-and-take discussion on these subjects.

(3) 12:30 pm: We will let you go to prepare for tonight's holiday celebration with the President and the First Lady.

III. Introduction of POLITICAL Speaker: Ambassador Mickey Kantor

POLITICAL BRIEFING (Ambassador Mickey Kantor)
(20 Minutes)

o We all know what occurred on November 8th, and every one is tired of discussing it. We all know that:

- o Despite the real economic progress we've made, there is great anxiety among Americans about their own ability to survive economically.

- o Voters are deeply unsatisfied with the pace of change.

- o They are frustrated with government.

- o There is a gnawing fear about the decline in this nation's moral fabric and the loss of security in our communities.

- o Finally, there is a great deal of anger about the changing world we live in and the government's role in that world.

o The choices are clear: Are we going to do what it takes to better the lives of working Americans -- who work hard and play by the rules everyday? Are we going to continue to make the necessary changes in this government?

o So far, the choices we've made have been the right ones, but we failed to get our message out.

o This Administration has not been about "left" or "right", but about working to improve where the majority of Americans are -- the middle class. Bill Clinton has always been a centrist. He was elected as one, and he has governed as one.

o Yet they have not felt the impact of those efforts in their own lives. Let me share some important statistics from the recent election:

- o On November 8, we lost ground with folks in the $15,000-$30,000 income bracket. For the first time ever, over half of white Americans in that income category voted Republican.

- o Among Americans over 60 years old, we slipped from 54% Democratic in 1992 to 45% Democratic in 1994, despite the impact of the "Contract" on Medicare and other programs they care about and rely on.

o The Republicans got their voters out in great numbers, and we didn't. The Christian Coalition, the NRA, and other Republican base voters went out to vote in overwhelming numbers, and our voters did not. We were out-organized, out-hustled, and out-communicated.

o This was a wake-up call to reach out and better communicate to Americans who work hard and play by the rules. Our job is to pull together a great political operation so we can get our message out there first.

o [TRANSITION TO 95 AND '96 -- Key Races] Clearly, part of a winning strategy is choosing which battles to fight: Right now, we need to begin looking at key mayoral and gubernatorial races coming up in 1995.

o In Kentucky, Louisiana, and Mississippi, there will be tough Governor races. There will be 73 mayoral races in cities with 100,000 or more in population, including Chicago, Denver, San Francisco, Kansas City, Philadelphia, Houston, and Cincinnati.

o Organizational Challenges:

  o We have to work as a team, if we are to succeed in these races. We are working to clarify/coordinate roles of DNC, the White House Committee to Re-elect the President, Democratic State Chairs, DSCC, DCCC, DGA.

  o These may be different entities, but they all share the same goals.

o But we're not waiting until every new leadership slot is filled to move ahead.

o Conclusion:

- We know that we need to work on developing our message, and on getting that message to you to help us carry in your communities.

- Our goals are doable. We can win in 1995 and 1996. And, the stakes couldn't be higher.

[QUESTION AND ANSWER PERIOD]

OPEN FLOOR/DISCUSSION (Amb. Kantor/Alexis Herman)
(45 Minutes)

- I've identified some of the forces -- as well as some of our failures -- that led to our electoral losses on November 8. But if we are to learn all the lessons of that day, we need to hear from you.

- Give us your recommendations on what we need to do better or differently.

SUMMARY AND ACTION PLAN (Alexis Herman)
(15 Minutes)

- Many of you today have spoken about taking concrete action steps. I want you to take the time before you leave to fill out the yellow White House Information Sheet that you see in your packets. We need accurate information about how to reach you, but we also want information on what activities you are willing to commit to. For example, in other briefings, we have heard ideas about starting radio talk-shows.

  Please feel free to write down any other recommendations you have that you did not get an opportunity to express here today.

  We are depending on your feedback, and we want you to know that this is not a one-shot deal. We want to continue communicating with you and involving you in the process.

CHRISTMAS SUPPORTER DAYS
THE WHITE HOUSE
DECEMBER 12, 16, 17, 19 AND 20, 1994

	Group A (110 p.)	Group B (110 p.)	Group C (110 p.)	Group D (110 p.)
9:00 a.m. to 10:30 a.m.	Issues (Room 450)	Issues (Room 450)	Political & Listening (Room 474)	Political & Listening (Family Theater)
11:00 a.m. to 12:30 p.m.	Political & Listening (Room 474)	Political & Listening (Family Theater)	Issues (Room 450)	Issues (Room 450)

Note: Grid based on 440 attendees
Yale Day, December 16, will take place in Room 450 only
Color-coded nametags will indicate group and itinerary

White House Special Guests Operations
Contact List

Name	Cell Phone	Pager #	Hotel Room
ANDERSON, KAREN		(SP) 292 5329	(F) 882
BROEREN, KATIE		(SP) 8370051	(IC) #3006
DIGIACOBBE, MARILYN			
HILTON, STEVE	283-1583		(F) #748
JEFFERSON, CHARLES		5279	(F)#1139
LEWIS, RETA	283-1587	4127	(F) #1477
MCAFEE, FLO	283-1586	4358	(F) #1272
VALDEZ, SUZANNA		4362	
WAYNE, CHRIS	283-1585	4289	(F) #2622
WEXLER, DAN	283-1584	4361	(F) #2432
ZISOOK, AMY			(F)

(F) = Fountaineblue
(SP) = Sky Pager 1 800 SKY-PAGE
(IC) = InterContinental

MARGO BRIGGS 202-494-6672
1-800-213-5880

Legislation

Jerry Hlepner

V.P. (10)

Alum

Ann

690

7850

Social Control

Comprehensive Health Sex

Teach Our children

5% of

Perhaps ~~you~~ masturbation ought to be a part

Seek Around

Answers Honestly

Sade masturbation

Ward Cole Jerry

1/31/94

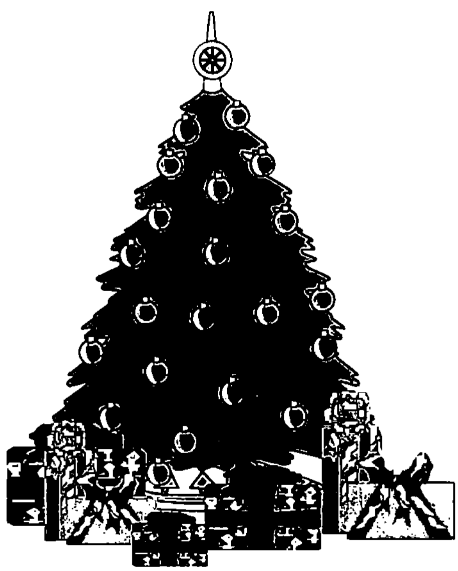
Seasons Greetings!

You Are Cordially Invited To

ESET's Annual Holiday Party!

Date: Friday, December 16, 1994
Place: 900 2nd Street, N.E., Suite 114
Washington, DC
Time: 5:00 pm to 9:00 pm

R.S.V.P. by Monday, December 12, 1994
202-898-1900



EXECUTIVE SECURITY & ENGINEERING TECHNOLOGIES, INC.

Capitol Hill 900 2nd Street, N.E., Suite 112 Washington, D.C. 20002

WASHINGTON, DC 200
PM
8 DEC
1994

NATIONAL DRUNK AND DRUGGED DRIVING PREVENTION MONTH
DECEMBER 1994
U.S. POSTAGE

Alexis Herman and Ruby Moy
Office of Public Liaison
The White House
Washington, DC 20500

December 14, 1994

MEMORANDUM TO: OPL STAFF

FROM: FLO MCAFEE
CHRIS WAYNE

SUBJECT: OPL DAY TOURS

The OPL White House Holiday Tour will take place tomorrow from 1:30 pm until 3:30 pm. Similar to last year's event, the staff will need to be in attendance to mix with our guests upstairs and to greet our guests as they come into the East Wing. We are the hosts of this event and we will need a team effort in order to welcome our friends and to thank them for their outstanding support. As you know, there has been a great demand for tickets. In turn, we are expecting a large number of people to attend.

In order to make it easier, we have devised a schedule of shifts to staff the receiving line at the entrance. It goes as follows:

TIME	STAFF
1:30 pm to 2:15 pm	1) Alexis Herman 2) Flo McAfee 3) Chris Wayne
TIME	**STAFF**
2:15 pm to 2:30 pm	1) Doris Matsui 2) Mike Lux 3) Marilyn D.
TIME	**STAFF**
2:30 pm to 2:45 pm	1) Marilyn Y. 2) Suzanna Valdez 3) Steve Hilton
TIME	**STAFF**
2:45 pm to 3:00 pm	1) Ben Johnson 2) Dan Wexler 3) Debbie Fine

* Please note: the entire Office of Public Liaison should serve as hosts at this event. Please take the opportunity to go to the East Room and spend some time with our guests.

December 14, 1994

LABOR DINNER

DATE:	December 14, 1994
LOCATION:	Home of Tom Donahue and Rachelle Horowitz 613 G St., SW 202-488-8877
TIME:	7:30 pm
From:	Joan N. Baggett

I. PURPOSE

To discuss the Administration's agenda and labor's concerns for the upcoming year.

II. BACKGROUND

Tonight's dinner was put together by Tom Donahue and Rachelle Horowitz at our request and in coordination with Sec. Reich. It should be described as one of a series of outreach dinners to talk with our friends about the plans that are being developed to deal with the GOP Congress. We also need to improve our working relationship with organized labor and this dinner can be helpful in that regard. Labor's goal for this dinner will be to give us a better understanding of how their members view the actions of this Administration. Our goal should be to give them some insight as to the difficult choices we will all face (hopefully together) in this next Congress.

We should not float specific budget recommendations at this dinner. It should be used for a more general exchange of information. The attached paper will provide a more detailed discussion of specific issues that you may be asked about at this evening's dinner.

III. PARTICIPANTS

Tom Donahue, Secretary Treasurer, AFL-CIO
Rachelle Horowitz, Political Director, AFT
Al Shanker, President, AFT
Jerry McEntee, President, AFSCME
Robert Georgine, President, Building and Construction Trades Department, AFL-CIO
Secretary Reich
Kitty Higgins

Tom Glynn
Leon Panetta
Harold Ickes
Alexis Herman
Joan Baggett

IV. SEQUENCE OF EVENTS

- Buffet dinner.
- Tom Donahue will welcome everyone.
- Leon Panetta will discuss POTUS TV address tomorrow evening and general plans for the next year working with the Republican Congress.
- Harold Ickes will discuss the DNC Chair selection.
- General discussion.

V. REMARKS

--(Panetta) Thank Tom and Rachelle for hosting the dinner and thank Sec. Reich for helping us pull it together. Give description of POTUS remarks for tomorrow evening and where we're headed next year. Ask for their advice on general issues, but specifically thank them for their strong support over the past two years and want to hear from them on how we can improve our working relationship.

-- (Ickes) Bring folks up to date on DNC chair selection.

-- (Reich) Encourage our labor friends to give Leon and Harold their candid assessment of where we stand with labor union members and how we communicate better with members.

December 14, 1994

Memorandum to Leon Panetta

From: Joan Baggett

Subject: Union Issues

I. Clinton Administration set-backs/problems for organized labor:

A) **NAFTA and Trade Issues** - - The Administration's continued priority on expanding free trade has raised serious concerns within the labor movement. Opposition to NAFTA is still deeply felt among the rank-and-file. National union leadership signaled a willingness to move beyond NAFTA but are deeply troubled by actions since the NAFTA fight. Of particular concern was the President's decision to de-link trade and human rights in deciding to continue MFN status for China. They object to our handling of GSP cases involving Malaysia and Indonesia & have serious concerns about the APEC agreement. The admission of China to the WTO is also looming as an issue.

The Miami Summit again raised questions about how serious the Administration is in addressing labor's very real concerns on labor standards & worker rights. Fast track authority for Chile accession to NAFTA is already shaping up as a fight over labor & environmental standards. How we decide these issues and manage this debate will be watched very closely.

Finally, at the same time we are expanding free trade, we are also reforming job training programs. These reforms would eliminate trade adjustment assistance (TAA) as a separate program. The Kennedy Administration (Pat Moynihan) secured organized labor's commitment to the first GATT round by proposing the TAA program. Labor opposes elimination of TAA.

B) **Striker Replacement** -- not only was the bill to ban the hiring of permanent replacement workers in a strike defeated in the senate, but an overwhelming majority of rank-and-file union activists believe that the Administration did little to support this bill.

(NOTE: Opposing NAFTA and passing striker replacement were at the top of labor's agenda. This double defeat, with the perception among many that the President pulled out every stop for NAFTA and barely lifted a finger for the striker replacement bill are a big part of the problem the President has with this constituency. No other issues cut as deeply with union activists as NAFTA and striker replacement. There is an overall perception among rank-and-file union activists that the Administration has been too pro-business and not pro-labor.

C) Health Care Reform -- the AFL-CIO was perhaps the President's strongest supporter in the push for reform of our health care system. In the next round, there are a number of issues unions will be concerned with. First and foremost will be the implications for workers if, in the absence of comprehensive reform, Medicare and Medicaid program spending is cut to raise money for either deficit reduction and/or expansion of coverage (comprehensive reform).

Their concern stems from the fact that cuts in public health spending mean cost-shifting to private sector providers who in turn shift higher prices to private payors with insurance. Even if we can lessen the cost-shifting associated with the spending cuts by targeting expanded coverage for some new groups such as kids or the unemployed, it still does not ease the burden for those workers with insurance who are facing increased efforts by employers to cut benefits at the bargaining table.

Labor also will be concerned that insurance market reform (e.g. portable coverage and eliminating pre-existing condition exclusions) in the absence of comprehensive cost controls will drive costs up and provide incentives for employers to drop coverage in a voluntary environment. Additionally, they will be adamant about no taxation of benefits and lukewarm to medical savings accounts as another mechanism for employers to shift costs. We have not been supportive of taxation and somewhat leery of savings accounts but it is premature to give assurances.

State flexibility most likely still splits the movement with the multiemployer plans seeking to retain ERISA federal preemption and the public health care unions desiring more state flexibility as a way for the state to financially assess large employer plans to pay for uncompensated care---dollars that support health care workers' jobs. The Administration is discussing this issue and taking a hard look at what degree of flexibility is politically feasible. This requires a better read of the Republican Governors and Congressional members.

Lastly, the unions will raise the threat to job security that health care workers are experiencing as the industry reorganizes and downsizes in the face of managed care generally and Medicaid waivers. Secretaries Reich and Shalala met with AFSCME President McEntee and SEIU President Sweeney to address this issue and HHS offered up a number of initiatives in the Medicaid waiver process. The DOL is attempting to work through the National Commission for Employment Policy to establish a designated task force on health care issues as well as convene meetings of industry and labor leaders to discuss these issues.

D) Campaign Finance Reform -- The Administration's proposal from last year barred "soft money" in federal elections, but opened up a channel for hard money (including PAC money) to state parties, to be used for grass-roots activity.

taken several positions in court cases that unions opposed -- most notably one which sided against the United Mine Workers; (4) USTR and workers' rights. These kinds of issues usually affect one or two international unions, but taken together, could add up to big trouble for the Administration with labor.

H) **Dunlop Commission report** -- This commission appointed by Secretaries Reich and Brown has been looking into workplace issues, concentrating primarily on worker/management relations. The commission issued its findings in October and is due to release its recommendations in January. A number of unions have gotten drafts of the commission's recommendations. The unions believe that one part of the report, involving changes in section 8 (a) (2) of the National Labor Relations Act (the section that prevents employers from establishing "sham" unions) would be devastating for them if it stands as currently written.

II. **Clinton Administration accomplishments regarding organized labor:**

A) created 5 million new jobs, most paying at or above the national average;

B) appointed a National Labor Relations Board that is fair to workers and their unions for a change. The appointments of Chairman Bill Gould, member Peggy Browning and General Counsel Fred Feinstein are recognized by the labor movement as perhaps the most significant made by the administration;

C) passed Hatch Act reform;

D) rescinded three anti-labor Reagan/Bush executive orders -- one on the hiring of Patco workers

E) passed Family and Medical Leave Act;

F) played an activist role in helping to resolve tough collective bargaining disputes (American Airlines, Long Island Rail Road, UPS, Teamster national trucking contract, Mineworkers and Bituminous Coal Operators Association, baseball)

G) created National Partnership Council for federal gov't unions and DOL Task Force on Excellence in State and Local Government through Labor Management Cooperation for other public workers;

H) November AFL-CIO legislative newsletter reported that 32 bills supported by organized labor were signed into law by the President;

I) Revitalized enforcement at DOL (OSHA, Federal Contract Compliance, Mine Safety and Health, Wage and Hour) and increased DOL budget -- more front line workers.

(NOTE: From the standpoint of most union leaders, the problems listed above far outweigh the accomplishments.)

III. **What we can do for organized labor** -- we need to prove that "we are on their side."

A) **NLRB Appointments** -- the President currently has the opportunity to make another Democratic appointment to the Board. Labor's and the Administration's choice for this position is Sarah Fox, a staffer for Senator Kennedy. Another Republican seat on the board becomes open in August. Negotiations are underway to package the Fox appointment with the Republicans' choice. Labor supports this strategy.

While these negotiations are taking place (it may take several months to finalize) the Administration must make a recess appointment to ensure that there is still a Democratic majority. Two possible candidates for the recess appointment are former board member Truesdale and current (Bush appointed) Democratic board member Devaney. Labor would be fine with either, but it is critical that we make a recess appointment to ensure that the board is not immobilized with two Democrats and two Republicans.

B) **Support an increase in the minimum wage** -- Organized labor has long advocated increases in the minimum wage. This is a good "on your side" issue for the Administration. Whether we win or lose, this would go a long way in sending an important signal to working Americans.

C) **Defend important union programs** -- the Republicans are likely to attack a number of federal government programs important to organized labor, like, Davis-Bacon, OSHA, NLRB, Fair Labor Standards Act. The Administration must be seen actively fighting to protect these programs.

D) **Budget** -- An increase in the budgets of the NLRB, OSHA and additional funding for job training would be important to unions. Budgetary issues of immediate concern are: funding for the NLRB; funding for AMTRAK; Mass Transit Operating Assistance; Davis-Bacon; cargo preference; shipbuilding -- Target 11 Loan Guarantees; operating differential subsidy program for the maritime industry; federal workers retirement; privatizing of prisons; agency restructuring; Department of Energy cleanup; infrastructure funding; Mine Safety and Health Administration; and Wage and Hour division of DOL.

E) **Executive Orders** -- there are two that would send strong signals of support to organized labor:

1) Prevent the federal government from entering into contracts with employers who have permanently replaced striking workers. While likely to be opposed by the NPR, this order would resonate with union leaders and rank-and-file activists better than anything else the President could do. Short of that. DOL and the NLRB could produce a list of the 100 worst labor law offenders and the President could send that out to every agency in the federal government urging that these employers not be considered in the awarding of federal contracts.

2) Issue an order that prevents federal government contractors from using federal dollars to promote or oppose union organizing. Labor was successful in securing language like this in the Head Start bill as a way of preventing employers from using federal money to oppose them in organizing campaigns. This order would send a strong "on your side" message to labor.

F) Grants -- we should do a better job of making sure that unions are being considered in the awarding of OSHA, Employment and Training, HUD, HHS and other federal government grants.

IV. Administration coordination with the labor movement -- For the White House, our current method of dealing with labor is much too scattered. Bob Rubin and George Stephanopoulos meet with top AFL-CIO officials regularly and the WH Political office deals with the day-to-day, nuts and bolts troubleshooting. With Rubin leaving, Stephanopoulos having so many other important responsibilities, and the pending changes in the WH political operation, we must establish one point person, high up in the organization to deal with labor's concerns across the administration. This must be someone who understands the issues and the politics and who can get things done. There must be staff below this person to deal with the day-to-day problems, concerns and hand holding.

V. Audience -- when communicating with organized labor we must recognize that there are four primary audiences who often have different priorities and are reached in very different ways. (1) International union presidents and top officers and staff ; (2) State and local union leadership and staff; (3) rank-and-file activists; and (4) union members. The following section focuses primarily on the first three audiences. The fourth, union members will be reached, by and large, with the same message as the general public as a whole.

VI. Communications

A) Union conventions and conferences -- the President should be scheduled to speak at several union events over the next several months -- some in person and some via satellite.

B) Walk a picket line -- when candidate Clinton walked on the picket line with striking Caterpillar workers that sent a signal throughout the labor community that he understood their concerns and was "on their side." We should pick one particularly egregious strike situation and schedule the President to join in a rally. Other Administration officials should be encouraged to join a picket line.

C) Produce a video for union audiences -- the President should speak directly to union members and be introduced by each international union president. This will further buy the presidents in. The video would be shown at union conventions, conferences and local union meetings.

D) Regional AFL-CIO conferences -- the DOL is proposing that seven regional conferences of state-level union representatives be organized. This would be an opportunity for all of our labor-related agencies (DOL, NLRB, Federal Mediation and Conciliation Service, National Mediation Board) to spotlight the things they are doing. The President should attend a conference and speak to some of the others via satellite.

E) Newsletter column -- we should produce a quarterly column from the President to be sent to union publications.

F) Town Hall Meetings -- When traveling, the President should meet with workers in different industries to talk about the problems they face on the job. This could include airlines, telecommunications, supermarkets, auto, office, construction, health care, garment, manufacturing, public safety, rail, service, retail, etc. Another series of meetings could be conducted with a cross section of workers who face different work-related problems. This could include: workers injured or survivors of workers killed on the job, people who work full-time with no health care coverage, people looking for work, unemployed Black teens, migrant workers, workers with no benefits, people in part-time jobs who would like to be working full-time, single parents who work outside the home. The unions could help us identify groups of workers in any community. This effort would go far in reaching mid-level union leaders and proving that we are on their side.

G) Telephone call from President to next AFL-CIO Executive Council Meeting -- Top level Administration officials should attend the AFL-CIO Executive Council meeting in February and the President should call in to the meeting and speak to the group.

H) Send a signal across the Administration -- the Chiefs of Staff should be instructed that the Administration needs to work better with organized labor and be sensitive to their interests. This must come from the top down.

To WAVES:

ATTENDEES FOR 12/14/94 FRIENDS MEETING
5:00 PM
WARD ROOM

Contact: Alexis Herman

Names	DOBs
Mike Berman	(b)(6)
Al From	
Ann Lewis	
Dick Moe	
Susan Thomases	
Anne Wexler	
Harry McPherson	
Jody Powell	
Ernie Green	
Bob Healy	

Dec 12 & 16
11 - 1230p

THE WHITE HOUSE

WASHINGTON

December 5, 1994

MEMORANDUM FOR ALEXIS HERMAN

FROM: MARSHA SCOTT

SUBJECT: BRIEFING SCHEDULE FOR HOLIDAY PARTIES

This is the outline of days and times we will need you or your staff (where indicated) to give a briefing outlining what the strategy will be for working with a Republican Congress. The number of people present for each briefing will be between 150 and 225 at a time. As the memo from the Leon indicated, these are at the request of the President and First Lady. (If you haven't received the memo, please call me so you will know what this is about.)

I will provide room numbers as well as an outline of the events by the end of the week. Your participation is sincerely appreciated and is a key piece of the information that will be provided to our friends here for the holidays. Please call me if you have any questions.

Thank you.

<u>SCHEDULE FOR YOUR OFFICE PARTICIPATION</u>

Dec. 12	11:00am - 12:30pm
Dec. 16	11:00am - 12:30pm

THE WHITE HOUSE

WASHINGTON

AGENDA

December 12, 1994

Old Executive Office Building

Room 450

*****

LEGISLATIVE ISSUES

MODERATOR

The Honorable Alexis Herman

Assistant to the President

Director for Public Liaison

REMARKS & DISCUSSION

The Honorable Pat Griffin

Assistant to the President

Director for Legislative Affairs

REMARKS & DISCUSSION

The Honorable Richard Riley

Secretary of Education

*****

BREAK

*****

STRATEGIC PLANNING

GREETING

The Honorable Harold Ickes

Deputy Chief of Staff for Policy and Political Affairs

MODERATOR

The Honorable Joan Baggett

Assistant to the President

Director for Political Affairs

REMARKS & DISCUSSION

Ambassador Mickey Kantor

United States Trade Representative

*****

NAMES IN QUESTION FOR INVITATIONS TO BRIEFINGS

I. YALE

Appointees

Alan Bersin	(U.S. Attorney)
Clay Constantinou	(Amb. to Luxembourg)
Peter Edelman	(Guest of Marian Wright Edelman)
Hon. Steven S. Honigman	(General Counsel, Dept. of the Navy)
Reed Hundt	(Chairman, FCC)
Paul Joffee	(Principal Dpty Asst Scty, Import Admin, Commerce)
Meredith Jones	(Chief, Cable Services Bd, FCC)
Mark Levy	(Dpty Asst. AG, DOJ)
Eugene Ludwig	(Comptroller of Currency, Treasury)
Ronald Matzner	(Special Asst to General Counsel, SBA)
James Olson	(Chief, Competition Division, Bureau of Cable Svcs, FCC)
Ron Scheman	(ED, US Inter-American Development Bank)
John Spotila	(Attorney, SBA)

WH Staff
Bob Rubin
Gene Sperling

Other

Lisa Fenning	(U.S. Bankruptcy Court)
Hon. Susan Graber	(Oregon Supreme Court)
Andrea Mercado	(Asst. Counsel, State of NY)

Congress
Wofford and wife

Unclear whether administration officials or not: (DC addresses only)
Ronna Lee Beck and Paul Friedman???
William Drayton, Jr.
Nancy Gist
Angela Lancaster

II. ARKANSAS

<u>Appointees</u>
Sheila Anthony (Beryl Anthony is the invitee, Sheila is guest)
Hon William Kennedy

<u>Other/Questions</u>
Joan Baldridge (USUN????)
Chris Burrow (AR State Building Services)
Hon and Mrs. Fullbright

<u>WH Staff</u>
Erskine Bowles
Nancy Hernreich
Harold Ickes
Bruce Lindsey
Mack McLarty
Mark Middleton
Leon Panetta

<u>Congress</u>
Sen. Dale Bumpers
Sen. Pryor

THE WHITE HOUSE

WASHINGTON

December 12, 1994

Dear Friend:

I would like to extend holiday greetings and a warm welcome to you as you gather this morning in the Old Executive Office Building.

Over the past two years, we have made real gains in reducing some of the most difficult problems facing our nation. We have cut the federal budget deficit, made our government more efficient even as we have cut its size, increased our investment in education, and expanded trade. Our economy has created more than five million jobs, and we have taken important steps to rid our communities of violence and crime.

Despite this progress, too few Americans feel prosperous and secure, or believe that we are meeting their desire for fundamental change in our government. This morning's workshops will focus on ways we hope to find common ground with the next Congress in order to make this country work for all Americans again.

When many people didn't even know my name you stood by me, and your continuing support means more than I can say. Thank you for participating in these workshops.

Hillary and I look forward to seeing you this evening at the White House as we celebrate the holiday season.

Sincerely,

Bill Clinton

10/12/94

CLINTON ADMINISTRATION ACCOMPLISHMENTS

ECONOMY:

- Signed the **Economic Package**, August 10, 1993.
- The economy created **4.6 million new jobs** in the first 20 months of this Administration.
- Passed the largest **deficit-cutting** plan in history -- resulting in nearly $700 billion over five years.
- On track for three consecutive years of **deficit reduction** -- for the first time since Harry Truman.
- Made **new tax cuts** available to over 90% of small businesses.
- **Cut spending** by $255 billion.

EDUCATION:

- Signed the **Student Loan Reform Act**, August 10, 1993.
- Signed the **National Service Act**, September 21, 1993.
- Signed the **Goals 2000**: Educate America Act.
- Signed the **School-to-Work Act on May 4, 1994.**
- Passed the **Elementary and Secondary Schools Act**.
- Increased **Head Start** funding by $550 million, allowing 100,000 more kids to participate.
- Introduced the **Reemployment Act**.

CRIME:

- Signed a tough $30 billion **Crime Bill**.
- Signed the **Brady Bill**, November 30, 1993.
- Passed the **Assault Weapons Ban**.
- Signed the **Police Hiring Supplement**, which awards $200 million for community policing.
- Expanded funding for the **SAFE Schools** Initiative.
- Introduced **Operation Safe Home**.
- Developed a **clean sweep** policy to keep crime out of federally-funded public housing.

HEALTH CARE:

- Introduced the **Health Care Security Act**, November 20, 1993.
- Signed the **Family and Medical Leave Act**, February 5, 1993.
- Signed a comprehensive **Child Immunization Plan**.
- Revoked the Reagan/Bush restrictions on **abortion** counseling (**"the gag rule"**), abortions in military hospitals, "Mexico City" policy and RU-486 imports.

FREE TRADE:

- Signed **NAFTA** into law, December 8, 1993.
- Negotiated a successful **GATT** Agreement, December 15, 1993.
- Developed **National Export Strategy**, eliminating export controls on $35 billion in exports.
- Announced a $6 billion sale of 50 civilian **aircraft to Saudi Arabia**.
- Reinstituted **Super 301** in order to eliminate major trade barriers around the world.
- Opened Japan's **cellular telephone, construction and apple markets**.
- Convened the first-ever summit of Asian-Pacific leaders (**APEC**).

POLITICAL REFORM:

- Signed the National Voter Registration Act (**Motor-Voter**).
- Eliminated the tax deduction for **lobbying** expenses.
- Imposed strictest Administration **ethics guidelines** in history.
- Fought for passage of **Campaign Finance Reform**.
- Fought for passage of **Lobbying Disclosure Bill**.

COMMUNITY & ECONOMIC DEVELOPMENT:

- Expanded the **Earned Income Tax Credit** by $21 billion over five years.
- Created nine Economic **Empowerment Zones** and 95 Enterprise Communities.
- Passed the **Community Development Banking Bill.**
- Introduced the **Housing and Community Development Act** of 1993.
- Instituted the **Defense Reinvestment and Conversion Initiative.**
- Delivered over $9.5 billion in Federal aid for California **earthquake relief.**

FAMILIES AND CHILDREN:

- Introduced the **Work and Responsibility Act** - comprehensive welfare reform.
- Passed the **Family Support and Preservation** Program.
- Issued the **Federal Plan to End Homelessness.**
- Passed major funding increases for **homeless programs** in both Houses.
- Approved **16 waivers** in 15 states permitting comprehensive **welfare reform** demonstrations.
- Signed the **Social Security Independent Agency Act.**

REINVENTING GOVERNMENT:

- Conducted a **National Performance Review** of the Federal Government.
- On track to cut the **Federal Workforce by 272,000** -- to its lowest level in 30 years.
- Signed the **Government Performance and Results Act** of 1993.
- Appointed the most **diverse** Cabinet and Administration in history.
- Signed the **Federal Workforce Restructuring Act** of 1994.
- Eliminated 284 federal **advisory committees.**
- Initiated thorough review of **human radiation experiments.**

ENVIRONMENT:

- Introduced a **Climate Change Action Plan.**
- Passed the **California Desert Protection Act.**
- Developed a **Forest Management Plan** for the Pacific Northwest.
- Signed **environmental executive orders** to ensure a "green" federal government.
- Signed the **Biodiversity Convention.**
- Issued an Executive Order on **environmental justice.**
- Introduced comprehensive **Safe Drinking Water** and **Clean Water Act** reforms.

FOREIGN POLICY/NATIONAL SECURITY:

- Led international efforts to restore democracy in **Haiti.**
- Responded quickly and firmly to **Iraqi** aggression.
- Led international support for democracy and market reform in **Russia and former Soviet states.**
- Established a NATO **Partnership for Peace** with East & Central European and former-Soviet states.
- Signed trilateral accords with **Ukraine and Russia** initiating the denuclearization of Ukraine.
- Proposed the most comprehensive **restructuring of foreign aid** since the Kennedy Administration.
- Took a tough stand on achieving a nuclear-free **Korean peninsula.**
- Supported **South Africa's** transition from apartheid to democracy.
- Reinvigorated the **Middle East** peace process.
- Completed a **"Bottom Up Review"** of national security needs for the post-Cold War era.
- Secured landmark commitments to eliminate nuclear weapons in **Ukraine, Belarus and Kazakhstan.**
- Led massive and effective response to humanitarian crisis in **Rwanda.**

ECONOMIC PROGRESS IN MISSOURI UNDER PRESIDENT CLINTON

President Clinton's strategy to strengthen the economy is based on reducing the federal budget deficit, lowering trade barriers, and empowering workers, families, businesses and communities to succeed. Here are some of the results for the nation and Missouri after the first 22 months of the Clinton Administration:

Improved Economic and Fiscal Conditions in the United States:

- Under Clinton Economic Plan, the deficit will be lowered by $708.4 billion -- the deficit will be cut for three years in a row for the first time since Harry Truman was President.
- More than 5.2 million new jobs created -- private sector job growth rate 8 times faster than during previous Administration.
- Federal government workforce will drop by 272,900 -- creating lowest workforce since the Kennedy Administration.

Improved Economic Conditions in Missouri:

- Over five times more new jobs per year -- 77,886 vs. 15,050 average during the previous 4 years.
- Over six times as many new private sector jobs per year -- 70,229 vs. 10,500 average during the previous 4 years.
- The unemployment rate has dropped from 5.9% to 4.3%.
- Annual retail sales growth has been triple that of the previous 12 years.
- Business failures have dropped 36%.
- Home building has increased 16%.

What President Clinton's Accomplishments Have Achieved for the People of Missouri:

$11,000 OF REDUCED FEDERAL DEBT FOR EVERY FAMILY OF FOUR IN MISSOURI: By 1998, the national debt will be **$708.4 billion** lower than was projected before the passage of the President's economic plan. That's $11,000 of reduced federal debt for each family of four in Missouri.

14 TIMES MORE MISSOURI FAMILIES RECEIVE A TAX CUT THAN A TAX INCREASE: As a result of the expanded Earned Income Tax Credit, 294,982 working families in Missouri will receive a tax cut. This compares to an increase in the income tax rate for only the 21,439 wealthiest taxpayers in Missouri.

TAX CUT FOR 26,226 SMALL BUSINESSES IN MISSOURI: The President helped entrepreneurs, proprietors, and other small businessmen and women by expanding the annual expensing allowance from $10,000 to $17,500. About 26,226 small businesses in Missouri are likely to benefit from the expansion of the expensing allowance this year alone *and many more will benefit over the coming years.*

921,000 MISSOURI WORKERS PROTECTED BY FAMILY AND MEDICAL LEAVE ACT: The Family and Medical Leave Act allows workers to take up to 12 weeks of unpaid leave for the birth of a child, to care for a sick family member, or if they become too sick to work. This law covers about 921,185 workers in Missouri, and protects the jobs of 55,340 workers in Missouri who are likely to use unpaid leave this year alone.

336,200 STUDENTS AND FORMER STUDENTS IN MISSOURI WILL BE ABLE TO BENEFIT FROM STUDENT LOAN REFORMS: Approximately 336,200 Missouri borrowers -- 235,300 current borrowers and 100,900 new borrowers in the next few years -- can take advantage of the new direct student loan program by participating directly in the program or by consolidating guaranteed loans into direct loans. Some will benefit from lower interest rates, and all will benefit from more repayment options, including income contingent repayment.

December 9, 1994

ECONOMIC PROGRESS IN NEW YORK UNDER PRESIDENT CLINTON

President Clinton's strategy to strengthen the economy is based on reducing the federal budget deficit, lowering trade barriers, and empowering workers, families, businesses and communities to succeed. Here are some of the results for the nation and New York after the first 22 months of the Clinton Administration:

Improved Economic and Fiscal Conditions in the United States:

- Under Clinton Economic Plan, the deficit will be lowered by $708.4 billion -- the deficit will be cut for three years in a row for the first time since Harry Truman was President.
- More than 5.2 million new jobs created -- private sector job growth rate 8 times faster than during previous Administration.
- Federal government workforce will drop by 272,900 -- creating lowest workforce since the Kennedy Administration.

Improved Economic Conditions in New York:

In the last 21 months, New York has turned the corner:

- 105,100 new jobs added -- 108,500 jobs added in the private sector.
- The unemployment rate has dropped 2 percentage points from 8.3% to 6.3%.
- New business incorporations are up 5.2% per year.
- Bank lending has increased by $28 billion after declining by $62 billion during the previous 4 years.
- Housing starts have increased 10% in the New York-Northern New Jersey-Long Island area.

What President Clinton's Accomplishments Have Achieved for the People of New York:

$11,000 OF REDUCED FEDERAL DEBT FOR EVERY FAMILY OF FOUR IN NEW YORK: By 1998, the national debt will be **$708.4 billion** lower than was projected before the passage of the President's economic plan. That's $11,000 of reduced federal debt for each family of four in New York.

6 TIMES MORE NEW YORK FAMILIES RECEIVE A TAX CUT THAN A TAX INCREASE: As a result of the expanded Earned Income Tax Credit, 890,568 working families in New York will receive a tax cut. This compares to an increase in the income tax rate for only the 148,562 wealthiest taxpayers in New York.

TAX CUT FOR 80,373 SMALL BUSINESSES IN NEW YORK: The President helped entrepreneurs, proprietors, and other small businessmen and women by expanding the annual expensing allowance from $10,000 to $17,500. About 80,373 small businesses in New York are likely to benefit from the expansion of the expensing allowance this year alone *and many more will benefit over the coming years.*

3,141,000 NEW YORK WORKERS PROTECTED BY FAMILY AND MEDICAL LEAVE ACT: The Family and Medical Leave Act allows workers to take up to 12 weeks of unpaid leave for the birth of a child, to care for a sick family member, or if they become too sick to work. This law covers about 3,140,640 workers in New York, and protects the jobs of 188,672 workers in New York who are likely to use unpaid leave this year alone.

2 MILLION STUDENTS AND FORMER STUDENTS IN NEW YORK WILL BE ABLE TO BENEFIT FROM STUDENT LOAN REFORMS: Approximately 2 million New York borrowers -- 1.4 million current borrowers and 600,000 new borrowers in the next few years -- can take advantage of the new direct student loan program by participating directly in the program or by consolidating guaranteed loans into direct loans. Some will benefit from lower interest rates, and all will benefit from more repayment options, including income contingent repayment.

December 9, 1994

ECONOMIC PROGRESS IN OHIO UNDER PRESIDENT CLINTON

President Clinton's strategy to strengthen the economy is based on reducing the federal budget deficit, lowering trade barriers, and empowering workers, families, businesses and communities to succeed. Here are some of the results for the nation and Ohio after the first 22 months of the Clinton Administration:

Improved Economic and Fiscal Conditions in the United States:

- Under Clinton Economic Plan, the deficit will be lowered by $708.4 billion -- the deficit will be cut for three years in a row for the first time since Harry Truman was President.
- More than 5.2 million new jobs created -- private sector job growth rate 8 times faster than during previous Administration.
- Federal government workforce will drop by 272,900 -- creating lowest workforce since the Kennedy Administration.

Improved Economic Conditions in Ohio:

- 84% more new jobs per year -- 50,971 vs. 27,725 average during the previous 4 years.
- Over twice as many new private sector jobs per year -- 43,200 vs. 19,000 average during the previous 4 years.
- The unemployment rate has dropped from 7.0% to 4.7%.
- Business failures have dropped 23%.
- New business incorporations are up 13%.
- Retail sales grew in 1993 at 10 times the pace of last 4 years -- $8.7 billion vs. $0.78 billion.

What President Clinton's Accomplishments Have Achieved for the People of Ohio:

$11,000 OF REDUCED FEDERAL DEBT FOR EVERY FAMILY OF FOUR IN OHIO: By 1998, the national debt will be **$708.4 billion** lower than was projected before the passage of the President's economic plan. That's $11,000 of reduced federal debt for each family of four in Ohio.

11 TIMES MORE OHIO FAMILIES RECEIVE A TAX CUT THAN A TAX INCREASE: As a result of the expanded Earned Income Tax Credit, 509,774 working families in Ohio will receive a tax cut. This compares to an increase in the income tax rate for only the 46,217 wealthiest taxpayers in Ohio.

TAX CUT FOR 50,143 SMALL BUSINESSES IN OHIO: The President helped entrepreneurs, proprietors, and other small businessmen and women by expanding the annual expensing allowance from $10,000 to $17,500. About 50,143 small businesses in Ohio are likely to benefit from the expansion of the expensing allowance this year alone *and many more will benefit over the coming years.*

1,987,000 OHIO WORKERS PROTECTED BY FAMILY AND MEDICAL LEAVE ACT: The Family and Medical Leave Act allows workers to take up to 12 weeks of unpaid leave for the birth of a child, to care for a sick family member, or if they become too sick to work. This law covers about 1,986,799 workers in Ohio, and protects the jobs of 119,356 workers in Ohio who are likely to use unpaid leave this year alone.

977,900 STUDENTS AND FORMER STUDENTS IN OHIO WILL BE ABLE TO BENEFIT FROM STUDENT LOAN REFORMS: Approximately 977,900 Ohio borrowers -- 684,500 current borrowers and 293,400 new borrowers in the next few years -- can take advantage of the new direct student loan program by participating directly in the program or by consolidating guaranteed loans into direct loans. Some will benefit from lower interest rates, and all will benefit from more repayment options, including income contingent repayment.

December 9, 1994

ECONOMIC PROGRESS IN PENNSYLVANIA UNDER PRESIDENT CLINTON

President Clinton's strategy to strengthen the economy is based on reducing the federal budget deficit, lowering trade barriers, and empowering workers, families, businesses and communities to succeed. Here are some of the results for the nation and Pennsylvania after the first 22 months of the Clinton Administration:

Improved Economic and Fiscal Conditions in the United States:

- Under Clinton Economic Plan, the deficit will be lowered by $708.4 billion -- the deficit will be cut for three years in a row for the first time since Harry Truman was President.
- More than 5.2 million new jobs created -- private sector job growth rate 8 times faster than during previous Administration.
- Federal government workforce will drop by 272,900 -- creating lowest workforce since the Kennedy Administration.

Improved Economic Conditions in Pennsylvania:

- 102,100 new jobs in last 21 months -- after 8,300 lost during the previous 4 years.
- 78,400 new private sector jobs in last 21 months -- after 14,900 lost during the previous 4 years.
- The unemployment rate has dropped from 7.5% to 5.9%.
- Business failures have dropped 28%.
- Bank lending is up $6.5 billion -- after declining $7.7 billion during the previous 4 years.

What President Clinton's Accomplishments Have Achieved for the People of Pennsylvania:

$11,000 OF REDUCED FEDERAL DEBT FOR EVERY FAMILY OF FOUR IN PENNSYLVANIA: By 1998, the national debt will be **$708.4 billion** lower than was projected before the passage of the President's economic plan. That's $11,000 of reduced federal debt for each family of four in Pennsylvania.

8 TIMES MORE PENNSYLVANIA FAMILIES RECEIVE A TAX CUT THAN A TAX INCREASE: As a result of the expanded Earned Income Tax Credit, 510,127 working families in Pennsylvania will receive a tax cut. This compares to an increase in the income tax rate for only the 60,308 wealthiest taxpayers in Pennsylvania.

TAX CUT FOR 53,262 SMALL BUSINESSES IN PENNSYLVANIA: The President helped entrepreneurs, proprietors, and other small businessmen and women by expanding the annual expensing allowance from $10,000 to $17,500. About 53,262 small businesses in Pennsylvania are likely to benefit from the expansion of the expensing allowance this year alone *and many more will benefit over the coming years.*

2,129,000 PENNSYLVANIA WORKERS PROTECTED BY FAMILY AND MEDICAL LEAVE ACT: The Family and Medical Leave Act allows workers to take up to 12 weeks of unpaid leave for the birth of a child, to care for a sick family member, or if they become too sick to work. This law covers about 2,129,215 workers in Pennsylvania, and protects the jobs of 127,911 workers in Pennsylvania who are likely to use unpaid leave this year alone.

1.7 MILLION STUDENTS AND FORMER STUDENTS IN PENNSYLVANIA WILL BE ABLE TO BENEFIT FROM STUDENT LOAN REFORMS: Approximately 1.7 million Pennsylvania borrowers -- 1.2 million current borrowers and 500,000 new borrowers in the next few years -- can take advantage of the new direct student loan program by participating directly in the program or by consolidating guaranteed loans into direct loans. Some will benefit from lower interest rates, and all will benefit from more repayment options, including income contingent repayment.

December 9, 1994

ECONOMIC PROGRESS IN TEXAS UNDER PRESIDENT CLINTON

President Clinton's strategy to strengthen the economy is based on reducing the federal budget deficit, lowering trade barriers, and empowering workers, families, businesses and communities to succeed. Here are some of the results for the nation and Texas after the first 22 months of the Clinton Administration:

Improved Economic and Fiscal Conditions in the United States:

- Under Clinton Economic Plan, the deficit will be lowered by $708.4 billion -- the deficit will be cut for three years in a row for the first time since Harry Truman was President.
- More than 5.2 million new jobs created -- private sector job growth rate 8 times faster than during previous Administration.
- Federal government workforce will drop by 272,900 -- creating lowest workforce since the Kennedy Administration.

Improved Economic Conditions in Texas:

- 55% more new jobs per year -- 235,943 vs. 152,575 average during the previous 4 years.
- 70% more new private sector jobs per year -- 192,400 vs. 113,225 average during the previous 4 years.
- Over 7 times more manufacturing jobs per year -- 14,400 vs. 1,900 average during the previous 4 years.
- The unemployment rate has dropped from 7.5% to 5.5%.
- Retail sales grew by $2.2 billion in 1993 compared to an average annual increase of $1.3 billion from 1980 to 1992.
- Home building has increased 24%.

What President Clinton's Accomplishments Have Achieved for the People of Texas:

$11,000 OF REDUCED FEDERAL DEBT FOR EVERY FAMILY OF FOUR IN TEXAS: By 1998, the national debt will be **$708.4 billion** lower than was projected before the passage of the President's economic plan. That's $11,000 of reduced federal debt for each family of four in Texas.

16 TIMES MORE TEXAS FAMILIES RECEIVE A TAX CUT THAN A TAX INCREASE: As a result of the expanded Earned Income Tax Credit, 1,441,104 working families in Texas will receive a tax cut. This compares to an increase in the income tax rate for only the 90,111 wealthiest taxpayers in Texas.

TAX CUT FOR 98,643 SMALL BUSINESSES IN TEXAS: The President helped entrepreneurs, proprietors, and other small businessmen and women by expanding the annual expensing allowance from $10,000 to $17,500. About 98,643 small businesses in Texas are likely to benefit from the expansion of the expensing allowance this year alone *and many more will benefit over the coming years.*

2,812,000 TEXAS WORKERS PROTECTED BY FAMILY AND MEDICAL LEAVE ACT: The Family and Medical Leave Act allows workers to take up to 12 weeks of unpaid leave for the birth of a child, to care for a sick family member, or if they become too sick to work. This law covers about 2,812,390 workers in Texas, and protects the jobs of 168,953 workers in Texas who are likely to use unpaid leave this year alone.

1.09 MILLION STUDENTS AND FORMER STUDENTS IN TEXAS WILL BE ABLE TO BENEFIT FROM STUDENT LOAN REFORMS: Approximately 1.09 million Texas borrowers -- 760,000 current borrowers and 330,000 new borrowers in the next few years -- can take advantage of the new direct student loan program by participating directly in the program or by consolidating guaranteed loans into direct loans. Some will benefit from lower interest rates, and all will benefit from more repayment options, including income contingent repayment.

December 9, 1994