

# FOIA MARKER

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Office of Public Liaison-Constituency Calendar

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## TOP-LINE OPL ISSUES

1. Inter-office communication and intra-White House communication needs to be improved. Regularized staff meetings within OPL can be a first step, but there is a need for more disciplined de-briefing of Deputies on a daily basis and some exploration with other Assistants about alternative ways to exchange information in a more timely and focused way.
2. In addition to improving communication, there is a need for the office to exert more disciplined impact on other White House groups -- especially the policy group. There is currently no institutionalized process whereby important information coming from meetings and contacts with stakeholders gets handed off to the policy teams. Although some policy staffers often sit in on OPL meetings, participation is usually on a self-selection basis and there are virtually no procedures for memorializing what transpires and for ensuring that all the people with a genuine need to know learn vital information.
3. There appears to be widespread confusion about the actual role of OPL. Many mistakenly believe it is the Office of Public Affairs. There is a broader need to address how general public affairs issues should be resolved at the senior staff level.

Because there is no Public Affairs Office, OPL has become the de facto home for the "forgotten constituencies" -- all the public whose interest don't fit nicely into some organized group. At present, OPL acts as a traffic cop -- directing people into various other organizations as rationally as they can -- with the result that many people fall between the cracks, become frustrated, write to their legislators or Members of Congress, or simply become fed up and disenfranchised. Although responding to this forgotten group could be construed as part of OPL's mission, there are far too few current OPL resources to respond to this need.

Another closely related activity which OPL performs -- one which requires considerable time and is arguably outside OPL's core mission -- is handling photo-ops. While such an activity is perhaps a legitimate aspect of relationship building and maintenance, the time required often drains away precious resources.

4. Roles are often blurred -- within OPL and sometimes between OPL and other staff groups. There is a pressing need for more clarity and for well-articulated and widely-understood procedures to regularize how business is to be conducted. A first step might be regular briefings from other staffs to raise awareness about what other groups are doing.

5. Overall, OPL needs to become more focused in its role and more proactive. At the moment, office priorities are far more driven by external events, crisis management and other re-active activities. OPL needs to develop a 1994 strategy which emphasizes a proactive agenda -- one that presumes an active program of self-initiated outreach. To accomplish this important goal, OPL must establish a clear set of priorities -- an agenda which is directly tied to the President's core priorities.



6. OPL fulfills a real smorgasbord of functions under its broad public liaison mandate. The activities vary in importance from doing ceremonial favors to brokering conflicts and conveying ideas and recommendations with far-reaching policy implications.

In order to effectively re-direct its proactive energy, OPL must create some stratification of service levels routinely provided to its various constituencies. This will require a re-grouping of stakeholders and re-assignment of staff responsibility as a first-step in responding to these groups in a more sustainable, thoughtful and proactive way.

7. Overall, there is a need to better utilize volunteer talent -- especially given OPL's expanded 1994 agenda and its increased reliance on volunteer expertise and support. Volunteers often need far more information than they have now in order to be effective in their critical roles. Because of their significant participation and front-line role in supporting OPL activity, they are often thrown into tasks with less than adequate training. Much can be done to facilitate their effectiveness by providing more front-end training -- especially an orientation that introduces them to basic White House operations and a checklist to work from to ensure balls don't get dropped. (The illustrative example in the discussion revealed a group waiting at the gate to attend a health care briefing and no one knew what to do.)

8. A central element in OPL's 1994 strategy must be to better manage the groups it serves. While OPL has an irreversible and appropriate responsibility to occasionally respond to constituent needs on an ad hoc basis, OPL must shift the emphasis of its office toward managing these groups and away from being managed by them. Toward that end, a number of first-steps are essential:

- Develop a clearly delineated work plan that ties in directly to the President's 1994 goals;
- Identify the key opinion-makers whose views and constituencies will have the greatest impact on the Administration's programs;
- Create a mechanism for tracking the essential thinking of these opinion-makers--including bi-weekly base-touching;

- Create a plan for providing these opinion-makers with a 1994 overview briefing, so that they become part of the process from the outset;
  - Create and implement a strategy for leveraging Presidential trips as a way of broadening opinion-maker participation;
  - Develop a mass mailing program that proactively conveys information to key groups and opinion-makers; and,
  - Create a strategy for scheduling surrogates in such a way as to enhance the President's agenda.
9. In order to impose strong discipline and enforcement of OPL's strategic objectives, there is a need to discuss and agree about what general guidelines and/or standards need to be developed to guide OPL in choosing between conflicting demands from various individuals or groups. These guidelines need to be rigorous enough to impose necessary discipline, yet flexible enough to tolerate genuine exceptions.

## **STAKEHOLDER CLUSTERS**

1. African-Americans
2. Business
  - 2a. Fortune 500
  - 2b. Small Business
  - 2c. Agribusiness
  - 2d. High Tech
3. Jewish
4. Other Ethnic Groups
  - 4a. American Indians
  - 4b. Asian/Pacific Americans
  - 4c. Hispanics
  - 4d. Other Ethnic Groups
5. Religious Groups
6. Women
7. Senior Citizens
8. Veterans/Military
9. Labor
10. Justice/Civil Rights/Welfare
  - 10a. Gays and Lesbians
  - 10b. Disability Groups
  - 10c. Homeless/Housing
11. Health Care
  - 11a. AIDS
  - 11b. Nurses
  - 11c. Health Care Professionals
12. Crime and Violence
  - 12a. Gun Reform Groups
  - 12b. Law Enforcement Groups
  - 12c. Community Activists
13. Farm/Rural/Environment
  - 13a. Farmers
  - 13b. Environmentalists
14. Public & Special Interests
  - 14a. Neighborhood Groups
  - 14b. Arts Community
  - 14c. Animal Rights
  - 14d. Consumer Groups
  - 14e. Professional Groups
15. Education
  - 15a. Students/Youth
  - 15b. Teachers Associations

Office of Public Liaison  
Strategic Initiative

| President's 1994 Goal | Activity Phase                                                | Stakeholder       | OPL Activity                                               | Related Policy/Political Activity |
|-----------------------|---------------------------------------------------------------|-------------------|------------------------------------------------------------|-----------------------------------|
| 1995 Budget           | January 14th<br>Pre-Announce Meeting<br>Post-Announce Meeting | (To be developed) | Schedule meetings with opinion<br>leaders to build support | (To be developed)                 |

**Office of Public Liaison  
Strategic Initiative**

| President's 1994 Goal | Activity Phase                                                                                                                                                               | Stakeholder                                                                    | OPL Activity                                                                                                                                                                                          | Related Policy/Political Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Health Care           | January-August; Intense activity in Feb-March with peak campaign from opposition; Congressional hearings scheduled through mid-March; Intense Senate activity through August | Health and Related Professionals, Seniors, Business, Women, AIDS Groups, Labor | Need to leverage constituents toward positioning of Clinton plan; Develop strategy to provide broad public education to overcome negative campaign which opposition will maintain during this period. | <p>Dingle has March 4 deadline for subcommittee reports in House; Kennedy has imposed similar deadlines for subcommittee work in the Senate; Both House and Senate plan to report out of Committee in April with hope of full House floor vote in mid-May and Senate in June. Conference activity is scheduled for July and goal for vote is August.</p> <p><u>Positioning:</u> Cadre of Republicans--25 in Senate and 125+ in House--oppose any reform and will spin all Administration efforts as "socialism."</p> <p>A group of House moderates--about 30 Members--have co-sponsored the Cooper Bill which favors managed competition, does not impose mandatory coverage on employees and falls short of universal coverage. Southern Democrats are a key block of support for the moderate Cooper Bill. On the Senate side, a similar cluster of moderates--24 Republicans and 3 Democrats--are led by Chafee and Breaux. The Chafee plan makes <u>individuals</u> obligated with subsidies for the poor.</p> |

**Office of Public Liaison  
Strategic Initiative**

| President's 1994 Goal             | Activity Phase                                                                                                                                   | Stakeholder                                                                 | OPL Activity                                                                                                                                                                                                                                                  | Related Policy/Political Activity                                                                                                                                                                                                                      |
|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Welfare Reform                    | (Timing to be coordinated with Health Care Initiative)                                                                                           | African-Americans, Civil Rights, Labor, Women, Religious Groups, Business   | Bring all stakeholders into discussion. Women's group essential; job creation element will impact labor; African-Americans concerned about image; religious leaders key to broad support. Liberal element will oppose limits. Business needed to create jobs. | Memo on President's desk emphasizes job development and issues of work/opportunity/responsibility/family. Emphasis on time limits; legislation not yet developed by Administration. Moynihan may move out ahead. Republican opposition package likely. |
| Crime & Violence                  | Messaging began with President's Memphis talk; Prayer Breakfast Feb 4; February political emphasis in Congress; Networks pledged weekly coverage | African-Americans, Religious Groups; Law Enforcement, Civil Rights, Justice | Need to proactively seek input from stakeholders and begin building base of support for President's initiative. These ideas need to be introduced into the framework of the Task Force.                                                                       | Task Force formed with subgroups to make recommendations in the following areas: Legislation; Gun Registration; Grant-Making Mechanisms to States; Administrative/Executive Options; Drug Policy                                                       |
| Re-Training & Re-Employment (JOB) | January-March; March Job Summit                                                                                                                  | Labor, Civil Rights, Justice, Business                                      | Meet with impacted constituencies to solicit their help                                                                                                                                                                                                       | Policy & legislative agenda needs to be developed. Overlap with Information Highway (Retrenchment); Employment Zones; Defense Conversion; Community Development Banks; Small Business Conference Planning                                              |

**Office of Public Liaison  
Strategic Initiative**

| President's 1994 Goal                                | Activity Phase                                                                   | Stakeholder                                                                                                                                                   | OPL Activity                                                                                                                                        | Related Policy/Political Activity                                                                                                                                        |
|------------------------------------------------------|----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Other OPL Priorities                                 |                                                                                  |                                                                                                                                                               |                                                                                                                                                     |                                                                                                                                                                          |
| Leveraging Domestic Groups to Support Foreign Policy | January (Presidential trip to Mexico);<br>February (Presidential trip to Russia) | Various ethnic groups with intense ties to international policy, i.e., Jewish community, Arab community, Hispanics, Eastern European immigrants, Asians, etc. | Need to proactively educate these communities about White House initiatives and enlist their support for policy initiatives and President's travel. | Need to improve communication and exchange of information with State officials, Office of Protocol and appropriate White House staff about affected stakeholders' views. |
| Superfund Reauthorization                            | January (mid)                                                                    | Environmental and Business Groups                                                                                                                             | (To be developed)                                                                                                                                   | (To be developed)                                                                                                                                                        |
| Japanese Bi-Lateral Summit                           | February                                                                         | Business and Public Interest                                                                                                                                  | (To be developed)                                                                                                                                   | (To be developed)                                                                                                                                                        |
| GATT                                                 | April 11                                                                         | Business, Labor, Public Interest                                                                                                                              | (To be developed)                                                                                                                                   | (To be developed)                                                                                                                                                        |

**Office of Public Liaison  
Strategic Initiative**

| President's 1994 Goal      | Activity Phase                                                                                                                                                    | Stakeholder                                                                                                                                                                                                                                                   | OPL Activity                                                                                                                                                          | Related Policy/Political Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Information Infrastructure | Advisory Committee announced in January; Interagency Task Force works all year. (Gore announced that official Clinton agenda will be available January 11, 1994.) | Major impact on business, especially high tech and telecoms. Labor groups dramatically impacted by shifts from industrial to electronic economic base. Ties to re-training and re-employment initiative. Public interest & consumer groups engaged in debate. | Need to get CEO-level buy-in on broad outline. As regulatory legislation begins, warring factions inside industry will bring heavy pressure to bear on Administration | Effective control now lies with Congress. Dingle & Brooks have been brokering for months to conclude mutually acceptable terms of post-MFJ policy. From House Judiciary, Brooks will attempt to wrestle control, place signature on deal. Brooks aggressively opposed NPR initiative to change Federal procurement practices and has a personal stake/agenda in controlling who gets what in the new de-regulated electronic environment. Although Ed Markey is a key player, Brooks' influence needs to be addressed early. |

# January 1994

## OFFICE OF PUBLIC LIAISON: CONSTITUENCY CALENDAR

SUNDAY

MONDAY

TUESDAY

WEDNESDAY

THURSDAY

FRIDAY

SATURDAY

|                                  |                                                                                                                  |              |                                                   |                                                        |                                                                                                                       |              |                             |
|----------------------------------|------------------------------------------------------------------------------------------------------------------|--------------|---------------------------------------------------|--------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|--------------|-----------------------------|
|                                  |                                                                                                                  |              |                                                   |                                                        |                                                                                                                       |              | 1<br>New Year's Day<br>1/36 |
| 2<br>2/363                       | 3<br>3/362                                                                                                       | 4<br>4/361   | 5<br>5/360                                        | 6<br>6/359<br>Euro-Ethnic Briefing,<br>WI (VPOTUS)     | 7<br>7/358                                                                                                            | 8<br>8/357   |                             |
| 9<br>9/356                       | 10<br>10/355                                                                                                     | 11<br>11/354 | 12<br>12/353                                      | 13<br>13/352                                           | 14<br>14/351                                                                                                          | 15<br>15/350 |                             |
| 16<br>16/349<br>Natl. Prayer Day | 17<br>17/348<br>MLK Day Dinner, DC<br>(POTUS)<br>Martin Luther King, Jr.<br>2:00pm MLK Day<br>Speech, DC (POTUS) | 18<br>18/347 | 19<br>19/346                                      | 20<br>20/345<br>NARAL Conference,<br>(Surrogate)       | 21<br>21/344<br>Small Bus. Legislative<br>Council, DC (POTUS)<br>Natl. Assn. of Home<br>Builders, NV (POTUS-<br>sat.) | 22<br>22/343 |                             |
| 23<br>23/342                     | 24<br>24/341<br>2:30pm Jewish Mtg<br>on NATO/Russia/<br>Assad (Tony Lake)                                        | 25<br>25/340 | 26<br>26/339<br>12:00-1:00pm CEO<br>Lunch (POTUS) | 27<br>27/338<br>Inaug. of Honduran<br>President (Surr) | 28<br>28/337                                                                                                          | 29<br>29/336 |                             |
| 30<br>30/335                     | 31<br>31/334                                                                                                     |              |                                                   |                                                        |                                                                                                                       |              |                             |

December 1993

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February 1994

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December 1993

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February 1994

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# February 1994

## OFFICE OF PUBLIC LIAISON: CONSTITUENCY CALENDAR

| SUNDAY                                                             | MONDAY                                                   | TUESDAY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | WEDNESDAY                                                                                                                      | THURSDAY                                                       | FRIDAY                                                                                        | SATURDAY                                     |   |   |   |   |   |   |   |  |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |  |  |  |   |   |   |   |   |   |   |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
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|                                                                    |                                                          | <b>1</b> 32/333<br>Small Bus. Legislative Council, DC (POTUS)<br>Nat. Assn. of Bilingual Educators Conf.<br>Black History Month (POTUS)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>2</b> 33/332<br>Small Bus. Legislative Council, DC (POTUS)<br>Inaug. of Venezuelan President (Surr)<br><i>Groundhog Day</i> | <b>3</b> 34/331<br>Natl. Prayer Breakfast (POTUS)              | <b>4</b> 35/330<br>*                                                                          | <b>5</b> 36/3<br>                            |   |   |   |   |   |   |   |  |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |  |  |  |   |   |   |   |   |   |   |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| <b>6</b> 37/328<br>State Funeral of Cote d'Ivoire President (Surr) | <b>7</b> 38/327                                          | <b>8</b> 39/326<br>National Women's Political Caucus<br>World Jewish Congress, DC (POTUS)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>9</b> 40/325<br>12:00-1:00pm CEO Lunch (POTUS)                                                                              | <b>10</b> 41/324<br>Small Bus. Legislative Council, DC (POTUS) | <b>11</b> 42/323<br>Small Bus. Legislative Council, DC (POTUS)<br>US-Japan Summit, DC (POTUS) | <b>12</b> 43/32<br><i>Lincoln's Birthday</i> |   |   |   |   |   |   |   |  |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |  |  |  |   |   |   |   |   |   |   |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| <b>13</b> 44/321                                                   | <b>14</b> 45/320<br><i>Valentine's Day</i>               | <b>15</b> 46/319                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>16</b> 47/318<br><i>Ash Wednesday</i>                                                                                       | <b>17</b> 48/317                                               | <b>18</b> 49/316                                                                              | <b>19</b> 50/315                             |   |   |   |   |   |   |   |  |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |  |  |  |   |   |   |   |   |   |   |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| <b>20</b> 51/314                                                   | <b>21</b> 52/313<br><i>President's Day</i>               | <b>22</b> 53/312<br>Comm. on Educational Excellence for Hispanic Ams.<br>Washington's Birthday<br>12:00-1:00pm CEO Lunch (POTUS)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>23</b> 54/311<br>Business Council, DC (POTUS)                                                                               | <b>24</b> 55/310                                               | <b>25</b> 56/309                                                                              | <b>26</b> 57/308                             |   |   |   |   |   |   |   |  |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |  |  |  |   |   |   |   |   |   |   |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| <b>27</b> 58/307                                                   | <b>28</b> 59/306<br>U.S. Chamber of Commerce, DC (POTUS) | <div> <div>January</div> <table> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td></tr> <tr><td>15</td><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td></tr> <tr><td>22</td><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td></tr> <tr><td>29</td><td>30</td><td>31</td><td></td><td></td><td></td><td></td></tr> </table> </div> <div> <div>March</div> <table> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td></td><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr> <tr><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td></tr> <tr><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td></tr> <tr><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td></tr> <tr><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td><td>31</td><td></td></tr> </table> </div> |                                                                                                                                |                                                                |                                                                                               |                                              | S | M | T | W | T | F | S |  | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 |  |  |  |  | S | M | T | W | T | F | S |  |  |  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 |  |
| S                                                                  | M                                                        | T                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | W                                                                                                                              | T                                                              | F                                                                                             | S                                            |   |   |   |   |   |   |   |  |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |  |  |  |   |   |   |   |   |   |   |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
|                                                                    | 2                                                        | 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 4                                                                                                                              | 5                                                              | 6                                                                                             | 7                                            |   |   |   |   |   |   |   |  |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |  |  |  |   |   |   |   |   |   |   |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| 8                                                                  | 9                                                        | 10                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 11                                                                                                                             | 12                                                             | 13                                                                                            | 14                                           |   |   |   |   |   |   |   |  |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |  |  |  |   |   |   |   |   |   |   |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| 15                                                                 | 16                                                       | 17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 18                                                                                                                             | 19                                                             | 20                                                                                            | 21                                           |   |   |   |   |   |   |   |  |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |  |  |  |   |   |   |   |   |   |   |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| 22                                                                 | 23                                                       | 24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 25                                                                                                                             | 26                                                             | 27                                                                                            | 28                                           |   |   |   |   |   |   |   |  |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |  |  |  |   |   |   |   |   |   |   |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| 29                                                                 | 30                                                       | 31                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                |                                                                |                                                                                               |                                              |   |   |   |   |   |   |   |  |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |  |  |  |   |   |   |   |   |   |   |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| S                                                                  | M                                                        | T                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | W                                                                                                                              | T                                                              | F                                                                                             | S                                            |   |   |   |   |   |   |   |  |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |  |  |  |   |   |   |   |   |   |   |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
|                                                                    |                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 1                                                                                                                              | 2                                                              | 3                                                                                             | 4                                            |   |   |   |   |   |   |   |  |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |  |  |  |   |   |   |   |   |   |   |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| 5                                                                  | 6                                                        | 7                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 8                                                                                                                              | 9                                                              | 10                                                                                            | 11                                           |   |   |   |   |   |   |   |  |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |  |  |  |   |   |   |   |   |   |   |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| 12                                                                 | 13                                                       | 14                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 15                                                                                                                             | 16                                                             | 17                                                                                            | 18                                           |   |   |   |   |   |   |   |  |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |  |  |  |   |   |   |   |   |   |   |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| 19                                                                 | 20                                                       | 21                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 22                                                                                                                             | 23                                                             | 24                                                                                            | 25                                           |   |   |   |   |   |   |   |  |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |  |  |  |   |   |   |   |   |   |   |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| 26                                                                 | 27                                                       | 28                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 29                                                                                                                             | 30                                                             | 31                                                                                            |                                              |   |   |   |   |   |   |   |  |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |  |  |  |   |   |   |   |   |   |   |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |

# March 1994

## OFFICE OF PUBLIC LIAISON: CONSTITUENCY CALENDAR

| SUNDAY              | MONDAY                           | TUESDAY                                | WEDNESDAY                                                                                | THURSDAY                                                             | FRIDAY                                 | SATURDAY                                             |
|---------------------|----------------------------------|----------------------------------------|------------------------------------------------------------------------------------------|----------------------------------------------------------------------|----------------------------------------|------------------------------------------------------|
|                     |                                  | 1<br>Natl Assn of Hispanic Journalists | 2                                                                                        | 3<br>Natl. Assn of Women Bus. Owners, CA (FLOTUS-sat.)               | 4                                      | 5                                                    |
| 6                   | 7<br>Religious Breakfast (POTUS) | 8<br>12:00-1:00pm CEO Lunch (POTUS)    | 9<br>American Electronics Assn. (POTUS)                                                  | 10<br>United Negro College Fund 50th Anniv., (POTUS)                 | 11<br>Inaug. Chilean President (Surr)  | 12                                                   |
| 13                  | 14<br>NAM, IL (Surrogate)        | 15                                     | 16                                                                                       | 17<br>Associated Gen. Contractors, FL (POTUS-sat/Surr) St. Patrick's | 18                                     | 19                                                   |
| 20<br>Spring begins | 21                               | 22                                     | 23<br>12:00-1:00pm CEO Lunch (POTUS)<br>Natl. Assn. for Eq. Op. in Higher Ed., DC (Surr) | 24                                                                   | 25<br>APEC Ministerial Ball, Indonesia | 26<br>APEC Environment Ministers Mtg, Canada (POTUS) |
| 27<br>Palm Sunday   | 28                               | 29                                     | 30                                                                                       | 31<br>Natl. Medical Assn., GA (POTUS/Surr)                           |                                        |                                                      |

# April 1994

## OFFICE OF PUBLIC LIAISON: CONSTITUENCY CALENDAR

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|                                                                       |                                                              |           |                                                                                                                                                       |           |                                                                                                                                            |           |
|-----------------------------------------------------------------------|--------------------------------------------------------------|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------------------------------------------------------------------------------------------------------------------------------|-----------|
|                                                                       |                                                              |           |                                                                                                                                                       |           | <b>1</b><br>Natl. Assn. of Realtors (FLOTUS)<br>Natl. Hisp. Council on Aging Annual Dinner<br><i>April Fools Day</i><br><i>Good Friday</i> | <b>2</b>  |
| <b>3</b><br><i>Daylight Savings—set ahead 1 hour</i><br><i>Easter</i> | <b>4</b><br>Religious Breakfast (POTUS)                      | <b>5</b>  | <b>6</b><br>12:00-1:00pm CEO Lunch (POTUS)<br>Natl. Assn. Black Social Workers, PA (POTUS/Surr)                                                       | <b>7</b>  | <b>8</b>                                                                                                                                   | <b>9</b>  |
| <b>10</b>                                                             | <b>11</b><br>7:00pm American Business Conference, DC (POTUS) | <b>12</b> | <b>13</b>                                                                                                                                             | <b>14</b> | <b>15</b>                                                                                                                                  | <b>16</b> |
| <b>17</b>                                                             | <b>18</b>                                                    | <b>19</b> | <b>20</b><br>12:00-1:00pm CEO Lunch (POTUS)                                                                                                           | <b>21</b> | <b>22</b>                                                                                                                                  | <b>23</b> |
| <b>24</b>                                                             | <b>25</b>                                                    | <b>26</b> | <b>27</b><br>Natl. Assn. for Self-Employed, DC (POTUS/FLOTUS)<br>Natl. Conf. of Black Mayors, DC (POTUS)<br>Natl. Elections, South Africa<br>Passover | <b>28</b> | <b>29</b><br>Natl. Council on Aging Conf., DC (POTUS)                                                                                      | <b>30</b> |

# May 1994

## OFFICE OF PUBLIC LIAISON: CONSTITUENCY CALENDAR

| SUNDAY            | MONDAY                                                                                                                                                                                               | TUESDAY                            | WEDNESDAY                            | THURSDAY                                                   | FRIDAY                                       | SATURDAY               |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|--------------------------------------|------------------------------------------------------------|----------------------------------------------|------------------------|
| 1                 | 2<br>Natl. Small Business United, DC (POTUS)<br>Association of Junior Leagues Conf.<br>Asian Pacific American Heritage Month (POTUS)<br>Older Americans Month (POTUS)<br>Religious Breakfast (POTUS) | 3<br>AARP Annual Conv., DC (POTUS) | 4<br>12:00-1:00pm CEO Lunch (POTUS)  | 5<br>Cinco de Mayo Ceremony (POTUS/ Surr)<br>Cinco de Mayo | 6                                            | 7                      |
| 8<br>Mother's Day | 9                                                                                                                                                                                                    | 10                                 | 11                                   | 12<br>Business Council, VA<br>Ascension Day                | 13<br>Inaug. of Costa Rican President (Surr) | 14                     |
| 15                | 16                                                                                                                                                                                                   | 17                                 | 18<br>12:00-1:00pm CEO Lunch (POTUS) | 19                                                         | 20<br>Cuban Independence Day                 | 21<br>Armed Forces Day |
| 22<br>Pentecost   | 23                                                                                                                                                                                                   | 24                                 | 25                                   | 26                                                         | 27                                           | 28                     |
| 29                | 30<br>Memorial Day Ceremonies, DC/VA (POTUS)<br>Memorial Day (Observed)                                                                                                                              | 31                                 |                                      |                                                            |                                              |                        |

# June 1994

## OFFICE OF PUBLIC LIAISON: CONSTITUENCY CALENDAR

| SUNDAY                           | MONDAY                                                                        | TUESDAY                                                               | WEDNESDAY                                                                                                                                                     | THURSDAY                                     | FRIDAY    | SATURDAY  |
|----------------------------------|-------------------------------------------------------------------------------|-----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-----------|-----------|
|                                  |                                                                               |                                                                       | <b>1</b><br>12:00-1:00pm CEO Lunch (POTUS)<br>Nat. Assn. of Latino Elected Officials Conf.<br>YWCA Conference, NV<br>Inaug. of El Salvadoran President (Surr) | <b>2</b><br><i>Corpus Christi</i>            | <b>3</b>  | <b>4</b>  |
| <b>5</b>                         | <b>6</b><br>Religious Breakfast (POTUS)<br>WWII Commemorative, Europe (POTUS) | <b>7</b>                                                              | <b>8</b>                                                                                                                                                      | <b>9</b>                                     | <b>10</b> | <b>11</b> |
| <b>12</b>                        | <b>13</b><br>Natl PTA Conf.                                                   | <b>14</b><br>Flag Day Rose Garden Ceremony (POTUS)<br><i>Flag Day</i> | <b>15</b><br>12:00-1:00pm CEO Lunch (POTUS)                                                                                                                   | <b>16</b>                                    | <b>17</b> | <b>18</b> |
| <b>19</b><br><i>Father's Day</i> | <b>20</b>                                                                     | <b>21</b><br>Business Roundtable, DC (POTUS)<br><i>Summer begins</i>  | <b>22</b><br>GI Bill 50th Anniv. (POTUS)                                                                                                                      | <b>23</b><br>Natl. Assn of Women Bus. Owners | <b>24</b> | <b>25</b> |
| <b>26</b>                        | <b>27</b>                                                                     | <b>28</b>                                                             | <b>29</b><br>12:00-1:00pm CEO Lunch (POTUS)                                                                                                                   | <b>30</b>                                    |           |           |

# JULY 1994

## OFFICE OF PUBLIC LIAISON: CONSTITUENCY CALENDAR

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|-----------|-----------------------------------------------------|-----------|------------------------------------------------|--------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
|           |                                                     |           |                                                |                                                                                            | <b>1</b><br>LULAC Natl. Convention<br>Business and Professional<br>Women/USA Conf.,<br>MO<br>Save our Security<br>(POTUS) | <b>2</b>                                 |
| <b>3</b>  | <b>4</b><br>Independence Day                        | <b>5</b>  | <b>6</b>                                       | <b>7</b><br>G-7 Summit, Italy<br>Inaug. of Colombian<br>President (Surr)                   | <b>8</b>                                                                                                                  | <b>9</b><br>NAACP Convention,<br>(POTUS) |
| <b>10</b> | <b>11</b><br>Religious Breakfast<br>(POTUS)         | <b>12</b> | <b>13</b><br>12:00-1:00pm CEO<br>Lunch (POTUS) | <b>14</b>                                                                                  | <b>15</b>                                                                                                                 | <b>16</b>                                |
| <b>17</b> | <b>18</b><br>Natl. Council of La<br>Raza Conv., FL  | <b>19</b> | <b>20</b>                                      | <b>21</b><br>Natl. Council. Sen. Cit.<br>(POTUS)<br>Natl. Dental Assn., LA<br>(POTUS/Surr) | <b>22</b>                                                                                                                 | <b>23</b>                                |
| <b>24</b> | <b>25</b><br>Natl. Urban League, IN<br>(POTUS/Surr) | <b>26</b> | <b>27</b><br>12:00-1:00pm CEO<br>Lunch (POTUS) | <b>28</b>                                                                                  | <b>29</b>                                                                                                                 | <b>30</b>                                |
| <b>31</b> |                                                     |           |                                                |                                                                                            |                                                                                                                           |                                          |

# August 1994

## OFFICE OF PUBLIC LIAISON: CONSTITUENCY CALENDAR

| SUNDAY     | MONDAY                                                             | TUESDAY                                               | WEDNESDAY                                                       | THURSDAY   | FRIDAY                                          | SATURDAY                                      |
|------------|--------------------------------------------------------------------|-------------------------------------------------------|-----------------------------------------------------------------|------------|-------------------------------------------------|-----------------------------------------------|
|            | 1 213/152<br>Religious Breakfast<br>(POTUS)                        | 2 214/151                                             | 3 215/150<br>Assn. of Black<br>Sociologists, CA<br>(POTUS/Surr) | 4 216/149  | 5 217/148                                       | 6 218/147                                     |
| 7 219/146  | 8 220/145<br>Prog. Natl. Baptist<br>Convention, TN<br>(POTUS/Surr) | 9 221/144                                             | 10 222/143<br>12:00-1:00pm CEO<br>Lunch (POTUS)                 | 11 223/142 | 12 224/141                                      | 13 225/140                                    |
| 14 226/139 | 15 227/138                                                         | 16 228/137<br>Inaug. of Dominican<br>President (Surr) | 17 229/136                                                      | 18 230/135 | 19 231/134<br>Vet. of Foreign Wars<br>Conv., NV | 20 232/133<br>Disabled Am. Vets.<br>Conv., IL |
| 21 233/132 | 22 234/131                                                         | 23 235/130                                            | 24 236/129<br>12:00-1:00pm CEO<br>Lunch (POTUS)                 | 25 237/128 | 26 238/127<br>Women's Equality Day              | 27 239/126                                    |
| 28 240/125 | 29 241/124                                                         | 30 242/123                                            | 31 243/122<br>US Hisp. Chamber of<br>Commerce Conv.             |            |                                                 |                                               |

July

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
|    |    |    |    |    | 1  | 2  |
| 3  | 4  | 5  | 6  | 7  | 8  | 9  |
| 10 | 11 | 12 | 13 | 14 | 15 | 16 |
| 17 | 18 | 19 | 20 | 21 | 22 | 23 |
| 24 | 25 | 26 | 27 | 28 | 29 | 30 |
| 31 |    |    |    |    |    |    |

September

| S  | M  | T  | W  | T  | F  | S  |
|----|----|----|----|----|----|----|
|    |    |    |    | 1  | 2  | 3  |
| 4  | 5  | 6  | 7  | 8  | 9  | 10 |
| 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| 18 | 19 | 20 | 21 | 22 | 23 | 24 |
| 25 | 26 | 27 | 28 | 29 | 30 |    |

# September 1994

## OFFICE OF PUBLIC LIAISON: CONSTITUENCY CALENDAR

| SUNDAY                       | MONDAY                                                                         | TUESDAY                                                                                                       | WEDNESDAY                               | THURSDAY                                                                                             | FRIDAY                            | SATURDAY |
|------------------------------|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|-----------------------------------------|------------------------------------------------------------------------------------------------------|-----------------------------------|----------|
|                              |                                                                                |                                                                                                               |                                         | 1<br>Inaug. of Panamanian<br>President (Surr)                                                        | 2                                 | 3        |
| 4                            | 5<br>Natl. Baptist Conv. of<br>America, TN<br>(POTUS/Surr)<br><i>Labor Day</i> | 6<br>Am. Legion 75th<br>Annual Conv., MN<br>(POTUS)<br>Religious Breakfast<br>(POTUS)<br><i>Rosh Hashanah</i> | 7<br>12:00-1:00pm CEO<br>Lunch (POTUS)  | 8                                                                                                    | 9                                 | 10       |
| 11                           | 12                                                                             | 13<br>Cong. Black Caucus,<br>DC (POTUS/Surr)                                                                  | 14                                      | 15<br>Hispanic Heritage<br>Month Proc. Signing<br>Cong. Hisp. Caucuse<br>Dinner<br><i>Yom Kippur</i> | 16<br>Mexican Independence<br>Day | 17       |
| 18                           | 19                                                                             | 20                                                                                                            | 21<br>12:00-1:00pm CEO<br>Lunch (POTUS) | 22                                                                                                   | 23<br><i>Autumn begins</i>        | 24       |
| Women's Business Owners Week |                                                                                |                                                                                                               |                                         |                                                                                                      |                                   |          |
| 25                           | 26                                                                             | 27                                                                                                            | 28                                      | 29                                                                                                   | 30                                |          |

# October 1994

## OFFICE OF PUBLIC LIAISON: CONSTITUENCY CALENDAR

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|                                     |        |                                                                                                                                                                                                                           |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |        |                                   |        |                      |        |    |        |                                               |        |   |   |   |   |   |  |  |  |  |  |  |   |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |   |   |   |   |   |   |   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |  |  |  |  |
|-------------------------------------|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-----------------------------------|--------|----------------------|--------|----|--------|-----------------------------------------------|--------|---|---|---|---|---|--|--|--|--|--|--|---|---|---|---|---|---|---|---|---|----|--|----|----|----|----|----|----|----|--|----|----|----|----|----|----|----|--|----|----|----|----|----|----|--|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|---|---|---|---|---|---|---|--|--|--|--|---|---|---|---|---|---|---|---|---|----|----|----|--|----|----|----|----|----|----|----|--|----|----|----|----|----|----|----|--|----|----|----|----|--|--|--|--|
|                                     |        |                                                                                                                                                                                                                           |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |        |                                   | 1      | 274A                 |        |    |        |                                               |        |   |   |   |   |   |  |  |  |  |  |  |   |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |   |   |   |   |   |   |   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |  |  |  |  |
| 2                                   | 275/80 | 3                                                                                                                                                                                                                         | 276/89 | 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 277/88 | 5                                 | 278/87 | 6                    | 279/86 | 7  | 280/85 | 8                                             | 281/8  |   |   |   |   |   |  |  |  |  |  |  |   |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |   |   |   |   |   |   |   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |  |  |  |  |
|                                     |        | Religious Breakfast (POTUS)<br>Breast Cancer Awareness Month<br>Natl Puerto Rican Coal. Conv.<br>Midwest/Northeast Voter Proj.<br>Am. Med. Women's Assn. Conf.<br>Natl. Domestic Violence Month<br>Hisp. Leadership Conf. |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |        | 12:00-1:00pm CEO<br>Lunch (POTUS) |        | Business Council, VA |        |    |        | American Bankers<br>Assn., NYC<br>(Surrogate) |        |   |   |   |   |   |  |  |  |  |  |  |   |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |   |   |   |   |   |   |   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |  |  |  |  |
| 9                                   | 282/83 | 10                                                                                                                                                                                                                        | 283/82 | 11                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 284/81 | 12                                | 285/80 | 13                   | 286/79 | 14 | 287/78 | 15                                            | 288/77 |   |   |   |   |   |  |  |  |  |  |  |   |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |   |   |   |   |   |   |   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |  |  |  |  |
|                                     |        | American Bankers<br>Assn., NYC<br>Columbus Day<br>(Observed)                                                                                                                                                              |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |        |                                   |        |                      |        |    |        |                                               |        |   |   |   |   |   |  |  |  |  |  |  |   |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |   |   |   |   |   |   |   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |  |  |  |  |
| 16                                  | 289/78 | 17                                                                                                                                                                                                                        | 290/76 | 18                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 291/74 | 19                                | 292/73 | 20                   | 293/72 | 21 | 294/71 | 22                                            | 295/70 |   |   |   |   |   |  |  |  |  |  |  |   |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |   |   |   |   |   |   |   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |  |  |  |  |
|                                     |        |                                                                                                                                                                                                                           |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |        | 12:00-1:00pm CEO<br>Lunch (POTUS) |        |                      |        |    |        |                                               |        |   |   |   |   |   |  |  |  |  |  |  |   |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |   |   |   |   |   |   |   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |  |  |  |  |
| 23                                  | 296/69 | 24                                                                                                                                                                                                                        | 297/68 | 25                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 298/67 | 26                                | 299/66 | 27                   | 300/65 | 28 | 301/64 | 29                                            | 302/63 |   |   |   |   |   |  |  |  |  |  |  |   |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |   |   |   |   |   |   |   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |  |  |  |  |
|                                     |        |                                                                                                                                                                                                                           |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |        |                                   |        |                      |        |    |        |                                               |        |   |   |   |   |   |  |  |  |  |  |  |   |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |   |   |   |   |   |   |   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |  |  |  |  |
| 30                                  | 303/62 | 31                                                                                                                                                                                                                        | 304/61 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |        |                                   |        |                      |        |    |        |                                               |        |   |   |   |   |   |  |  |  |  |  |  |   |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |   |   |   |   |   |   |   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |  |  |  |  |
| Daylight Savings—set<br>back 1 hour |        | Halloween                                                                                                                                                                                                                 |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |        |                                   |        |                      |        |    |        |                                               |        |   |   |   |   |   |  |  |  |  |  |  |   |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |   |   |   |   |   |   |   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |  |  |  |  |
|                                     |        |                                                                                                                                                                                                                           |        | <div>September</div> <table><tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td><td></td></tr><tr><td></td><td></td><td></td><td></td><td></td><td>1</td><td>2</td><td>3</td></tr><tr><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td></td></tr><tr><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td><td></td></tr><tr><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td><td></td></tr><tr><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td><td></td><td></td></tr></table> |        |                                   |        |                      |        |    |        | S                                             | M      | T | W | T | F | S |  |  |  |  |  |  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |  | 11 | 12 | 13 | 14 | 15 | 16 | 17 |  | 18 | 19 | 20 | 21 | 22 | 23 | 24 |  | 25 | 26 | 27 | 28 | 29 | 30 |  |  | <div>November</div> <table><tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td><td></td></tr><tr><td></td><td></td><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr><tr><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td><td></td></tr><tr><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td><td>19</td><td></td></tr><tr><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td><td>26</td><td></td></tr><tr><td>27</td><td>28</td><td>29</td><td>30</td><td></td><td></td><td></td><td></td></tr></table> |  | S | M | T | W | T | F | S |  |  |  |  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |  | 13 | 14 | 15 | 16 | 17 | 18 | 19 |  | 20 | 21 | 22 | 23 | 24 | 25 | 26 |  | 27 | 28 | 29 | 30 |  |  |  |  |
| S                                   | M      | T                                                                                                                                                                                                                         | W      | T                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | F      | S                                 |        |                      |        |    |        |                                               |        |   |   |   |   |   |  |  |  |  |  |  |   |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |   |   |   |   |   |   |   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |  |  |  |  |
|                                     |        |                                                                                                                                                                                                                           |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 1      | 2                                 | 3      |                      |        |    |        |                                               |        |   |   |   |   |   |  |  |  |  |  |  |   |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |   |   |   |   |   |   |   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |  |  |  |  |
| 4                                   | 5      | 6                                                                                                                                                                                                                         | 7      | 8                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 9      | 10                                |        |                      |        |    |        |                                               |        |   |   |   |   |   |  |  |  |  |  |  |   |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |   |   |   |   |   |   |   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |  |  |  |  |
| 11                                  | 12     | 13                                                                                                                                                                                                                        | 14     | 15                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 16     | 17                                |        |                      |        |    |        |                                               |        |   |   |   |   |   |  |  |  |  |  |  |   |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |   |   |   |   |   |   |   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |  |  |  |  |
| 18                                  | 19     | 20                                                                                                                                                                                                                        | 21     | 22                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 23     | 24                                |        |                      |        |    |        |                                               |        |   |   |   |   |   |  |  |  |  |  |  |   |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |   |   |   |   |   |   |   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |  |  |  |  |
| 25                                  | 26     | 27                                                                                                                                                                                                                        | 28     | 29                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 30     |                                   |        |                      |        |    |        |                                               |        |   |   |   |   |   |  |  |  |  |  |  |   |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |   |   |   |   |   |   |   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |  |  |  |  |
| S                                   | M      | T                                                                                                                                                                                                                         | W      | T                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | F      | S                                 |        |                      |        |    |        |                                               |        |   |   |   |   |   |  |  |  |  |  |  |   |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |   |   |   |   |   |   |   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |  |  |  |  |
|                                     |        |                                                                                                                                                                                                                           | 1      | 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 3      | 4                                 | 5      |                      |        |    |        |                                               |        |   |   |   |   |   |  |  |  |  |  |  |   |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |   |   |   |   |   |   |   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |  |  |  |  |
| 6                                   | 7      | 8                                                                                                                                                                                                                         | 9      | 10                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 11     | 12                                |        |                      |        |    |        |                                               |        |   |   |   |   |   |  |  |  |  |  |  |   |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |   |   |   |   |   |   |   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |  |  |  |  |
| 13                                  | 14     | 15                                                                                                                                                                                                                        | 16     | 17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 18     | 19                                |        |                      |        |    |        |                                               |        |   |   |   |   |   |  |  |  |  |  |  |   |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |   |   |   |   |   |   |   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |  |  |  |  |
| 20                                  | 21     | 22                                                                                                                                                                                                                        | 23     | 24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 25     | 26                                |        |                      |        |    |        |                                               |        |   |   |   |   |   |  |  |  |  |  |  |   |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |   |   |   |   |   |   |   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |  |  |  |  |
| 27                                  | 28     | 29                                                                                                                                                                                                                        | 30     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |        |                                   |        |                      |        |    |        |                                               |        |   |   |   |   |   |  |  |  |  |  |  |   |   |   |   |   |   |   |   |   |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |   |   |   |   |   |   |   |  |  |  |  |   |   |   |   |   |   |   |   |   |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |    |    |    |  |    |    |    |    |  |  |  |  |

| September |    |    |    |    |    |    |
|-----------|----|----|----|----|----|----|
| S         | M  | T  | W  | T  | F  | S  |
|           |    |    |    | 1  | 2  | 3  |
| 4         | 5  | 6  | 7  | 8  | 9  | 10 |
| 11        | 12 | 13 | 14 | 15 | 16 | 17 |
| 18        | 19 | 20 | 21 | 22 | 23 | 24 |
| 25        | 26 | 27 | 28 | 29 | 30 |    |

| November |    |    |    |    |    |    |
|----------|----|----|----|----|----|----|
| S        | M  | T  | W  | T  | F  | S  |
|          |    |    | 1  | 2  | 3  | 4  |
| 5        | 6  | 7  | 8  | 9  | 10 | 11 |
| 12       | 13 | 14 | 15 | 16 | 17 | 18 |
| 19       | 20 | 21 | 22 | 23 | 24 | 25 |
| 26       | 27 | 28 | 29 | 30 |    |    |

THE WHITE HOUSE  
WASHINGTON

OCTOBER 27, 1994

MEMORANDUM FOR HAROLD ICKES

FROM: J. VERONICA BIGGINS

RE: CANDIDATE SUGGESTIONS

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Following please find my recommendations of senior-level women and minorities to serve in the Clinton Administration. You should know that this list has been produced in the past few days, and we will continue to forward names to you in the coming days and weeks. Please feel free to call me with any questions at 6-6502. Thank you for your attention.

AFRICAN AMERICAN MEN

|                    |                                                                               |
|--------------------|-------------------------------------------------------------------------------|
| Daniel Blue        | Speaker of the House of Representatives, North Carolina                       |
| Rolland Burriss    | Illinois Attorney General, Former Comptroller for Illinois and DNC Vice-Chair |
| Bruce L. Lewellen  | Philadelphia area business (Coca-Cola Distribution and Bottler, among others) |
| Maynard Jackson    | Former Mayor of Atlanta                                                       |
| Andrew Young       | Former Mayor of Atlanta, Former UN Ambassador                                 |
| Norm Rice          | Mayor of Seattle                                                              |
| Mike White         | Mayor of Cleveland                                                            |
| Emmanuel Cleaver   | Mayor of Kansas City                                                          |
| Alan Wheat         | Congressman from Missouri, Democratic Senatorial Candidate                    |
| Sidney Bartholemey | Former Mayor of New Orleans                                                   |
| David Dinkins      | Former Mayor of New York City                                                 |

|                          |                                                                                                                                    |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| <b>Tom Bradley</b>       | <b>Former Mayor of Los Angeles</b>                                                                                                 |
| <b>Willie Brown</b>      | <b>Speaker of the House in California</b>                                                                                          |
| <b>Elihu Harris</b>      | <b>Mayor of Oakland</b>                                                                                                            |
| <b>Leon Lynch</b>        | <b>Vice President of Steelworkers Union</b>                                                                                        |
| <b>John Sturdivant</b>   | <b>President of American Federation of Government Employees</b>                                                                    |
| <b>Ernie Green</b>       | <b>Chairman of African Development Foundation, Little Rock</b>                                                                     |
| <b>Rodney Slater</b>     | <b>Administrator of the Federal Highway Administration,<br/>Department of Transportation</b>                                       |
| <b>Frank Brooks</b>      | <b>CEO of Brooks Sausage Company</b>                                                                                               |
| <b>Bob Nash</b>          | <b>Under Secretary for Rural and Community Development,<br/>Department of Agriculture</b>                                          |
| <b>William Wilson</b>    | <b>Chairman of Minneapolis Housing Authority</b>                                                                                   |
| <b>Bill Grey</b>         | <b>Former Member of Congress, Head of United Negro College<br/>Fund</b>                                                            |
| <b>Kurt Schmoke</b>      | <b>Mayor of Baltimore</b>                                                                                                          |
| <b>Drew Days</b>         | <b>Solicitor General</b>                                                                                                           |
| <b>Colin Powell</b>      | <b>Former Chairman of Joint Chiefs of Staff</b>                                                                                    |
| <b>Joel Ferguson</b>     | <b>Owner of Cansin, MI ABC-TV Affiliate; unsuccessful<br/>candidate for Governor of MI; candidate for MSU Board of<br/>Regents</b> |
| <b>Vince Lane</b>        | <b>Chairman of Chicago Housing Authority</b>                                                                                       |
| <b>Tom Farrington</b>    | <b>President of Farrington and Associates of Waltham,<br/>Mass.</b>                                                                |
| <b>Harvey Gantt</b>      | <b>Former Mayor of Charlotte, NC, unsuccessful Democratic<br/>Senatorial candidate against Helms.</b>                              |
| <b>Jim Hackney</b>       | <b>Counselor to Sec. Brown at Department of Commerce</b>                                                                           |
| <b>Lloyd Vic Hackley</b> | <b>President of Fayetteville State University (Fayetteville, NC),<br/>Designer to be President of NC Community College System</b>  |

|                       |                                                               |
|-----------------------|---------------------------------------------------------------|
| <b>Earl Graves</b>    | <b>Publisher of <i>Black Enterprise</i> Magazine</b>          |
| <b>Carl Ware</b>      | <b>President of the Coca-Cola Company African Group</b>       |
| <b>Lamont Godwin</b>  | <b>President of _____ Group Bear Stearns</b>                  |
| <b>Clarence Avant</b> | <b>President of Motown</b>                                    |
| <b>Robert Johnson</b> | <b>President of BET</b>                                       |
| <b>Herb Smith</b>     | <b>President of Smith International Enterprises</b>           |
| <b>Jim Wade</b>       | <b>CEO of Wades Industries, a cable franchise</b>             |
| <b>Arthur Johnson</b> | <b>Loral Corporation</b>                                      |
| <b>Michael Lomax</b>  | <b>Former Chairman of Fulton County Commission, GA</b>        |
| <b>Ron Noble</b>      | <b>Undersecretary for Enforcement, Department of Treasury</b> |
| <b>Richard Mays</b>   | <b>Former Arkansas State Supreme Court Justice</b>            |

#### **AFRICAN AMERICAN WOMEN**

|                              |                                                                                   |
|------------------------------|-----------------------------------------------------------------------------------|
| <b>Toni Faye</b>             | <b>Executive with Time/Warner Inc.</b>                                            |
| <b>Yvonne B. Burke</b>       | <b>Former US Rep. from California, presently an LA County elected office.</b>     |
| <b>Cassandra Pulley</b>      | <b>Deputy Administrator, Small Business Administration</b>                        |
| <b>Emma Chapell</b>          |                                                                                   |
| <b>Judith Winston</b>        | <b>General Counsel, Department of Education</b>                                   |
| <b>Maxine Leftwich</b>       | <b>President of LS Financial Group, Co-Chair of DNC Business Leadership Forum</b> |
| <b>Arthenia Joyner</b>       | <b>Attorney in Tampa, Florida, former President of National Bar Association</b>   |
| <b>Ingrid Saunders-Jones</b> | <b>Vice President of Public Affairs, Coca-Cola Company</b>                        |
| <b>Lottie Shackelford</b>    | <b>Vice Chair of DNC</b>                                                          |

|                       |                                                                                                 |
|-----------------------|-------------------------------------------------------------------------------------------------|
| Mary Frances Berry    | Chair of National Commission on Civil Rights                                                    |
| Linda Chastang        | Administrative Assistant to John Lewis                                                          |
| Eddie Bernice Johnson | Congresswomen from Texas                                                                        |
| Corrine Brown         | Congresswomen from Florida                                                                      |
| Lorraine Green        | Deputy Director of OPM                                                                          |
| Loretta Argret        | Assistant Attorney General at the Department of Justice, Tax Division                           |
| Barbara Jordan        | Former Congresswoman from Texas                                                                 |
| Shirley Chisolm       | Former Congresswoman from New York                                                              |
| Thomasina Rogers      | Chair, Administrative Conference of the US, former Associate Director of Presidential Personnel |
| Unita Blackwell       | Former Mayor of Mayersville, Mississippi                                                        |

### **WOMEN**

|                              |                                                                                      |
|------------------------------|--------------------------------------------------------------------------------------|
| Kathy Whitmore               | Former Mayor of Houston                                                              |
| Sandy Freeman                | Mayor of Tampa                                                                       |
| Merle Chambers               | Businesswoman from Colorado                                                          |
| Marjorie Margolies-Mezvinsky | Congresswoman from Pennsylvania                                                      |
| Kathleen Brown               | State Treasurer of California/Gubernatorial Candidate                                |
| Jane Garvey                  | Deputy Administrator of Federal Highway Administration, Department of Transportation |
| Ellen Malcolm                | Founder of Emily's List                                                              |
| Jamie Gorelick               | Deputy Attorney General, Justice                                                     |
| Elizabeth Patterson          | Former Congresswoman from South Carolina                                             |
| Ann Richards                 | Governor of Texas                                                                    |
| Barbara Roberts              | Governor of Oregon                                                                   |

|                           |                                                                      |
|---------------------------|----------------------------------------------------------------------|
| <b>Ann Bormolini</b>      | <b>Chief of Staff, Department of Transportation</b>                  |
| <b>May Ellen Withrow</b>  | <b>Comptroller of Currency</b>                                       |
| <b>Bonnie Campbell</b>    | <b>Attorney General of Iowa</b>                                      |
| <b>Sally Thompson</b>     | <b>Treasurer of Kansas</b>                                           |
| <b>Pat Schroeder</b>      | <b>Congresswoman from Colorado</b>                                   |
| <b>Leslie Byrne</b>       | <b>Congresswoman from Virginia</b>                                   |
| <b>Jeanne Fox</b>         | <b>Region 2 EPA Director</b>                                         |
| <b>Lynne Yeakel</b>       | <b>Region 3 HHS Director, former Democratic Senatorial candidate</b> |
| <b>Dawn Clark-Netsh</b>   | <b>Illinois Comptroller</b>                                          |
| <b>Ann Wynia</b>          | <b>State Senate</b>                                                  |
| <b>Dottie Lamm</b>        | <b>Wife of Dick Lamm, Former Governor of Colorado</b>                |
| <b>Ruth Harkin</b>        | <b>Director of OPIC</b>                                              |
| <b>Anne Bingaman</b>      | <b>Assistant Attorney General, Trust Division</b>                    |
| <b>Linda Daschle</b>      | <b>Deputy Administrator of FAA, Transportation</b>                   |
| <b>Jill Long</b>          | <b>Congresswoman from Indiana</b>                                    |
| <b>Sharon Rockefeller</b> | <b>Vice Chairman, WETA-TV Washington</b>                             |
| <b>Amy Bondurant</b>      | <b>Partner, Verner, Lipfort</b>                                      |
| <b>Ruth Messinger</b>     | <b>New York City Councilwomen</b>                                    |
| <b>Jackie Gilmon</b>      | <b>Vice President, Safety Advocates</b>                              |

**ASIAN-PACIFIC MEN**

|                        |                                                                     |
|------------------------|---------------------------------------------------------------------|
| <b>Henry Der</b>       | <b>Director, Chinese for Affirmative Action</b>                     |
| <b>Lon Hatamuya</b>    | <b>Administrator of Agricultural Marketing Service, Agriculture</b> |
| <b>George Ariyoshi</b> | <b>Former Governor of Hawaii</b>                                    |

|             |                                                       |
|-------------|-------------------------------------------------------|
| Michael Woo | Pacific Cluster Director, National Service (Regional) |
| John Huang  | DAS International Economic Policy at Commerce         |

**ASIAN-PACIFIC WOMEN**

|                 |                             |
|-----------------|-----------------------------|
| Ginger Lew      | General Counsel at Commerce |
| Karen Sullivan  | Real Estate (HI), campaign  |
| Yvonne Lee      | EEOC                        |
| Irene Natividad | Natividad and Associates    |

**HISPANIC MEN**

|                    |                                                |
|--------------------|------------------------------------------------|
| Jose Villareal     | Adelante Con Clinton founder, Fannie Mae       |
| Gil Cassellas      | Chair, EEOC                                    |
| Freddie Ferrer     | Bronx President, New York                      |
| Geroqe Munoz       | Assistant Secretary for Management at Treasury |
| Juan Andrade       | President of Mid West/NE Voter Registration    |
| Ferando Torres-Gil | Assistant Secretary for Aging at HHS           |
| Dan Morales        | Texas Attorney General                         |
| Bill Richardson    | Congressman from New Mexico                    |
| Esteban Torres     | Congressman from California                    |
| Kika de la Garza   | Congressman from Texas                         |
| Jose Serrano       | Congressman from New York                      |
| Bob Menendez       | Congressman from New Jersey                    |
| Tito Colorado      | former Commissioner, Puerto Rico               |
| Dan Morales        | California                                     |
| Michael Huerta     | Deputy Associate Secretary, Transportation     |

**Ken Salazar**                      **Colorado Attorney, Natural Resources**

**John Bernales**

**Art Torres**                      **State Senator from California**

**Ed Romero**                      **New Mexico, Businessman**

**Raul Yzaguirre**                **Md., Advocate, Hispanic issues**

**Martin Chavez**                **Mayor of Albuquerque**

**Joe Serna**                      **Mayor of Sacramento**

**HISPANIC WOMEN**

**Sylvia De Leon**                **Partner, Akin Gump**

**Maria Elena Torano**            **Chairwoman and CEO of Torano Associates, National  
Foundation for Women Business Owners**

**Gloria Molina**                **Los Angeles Board of Supervisors**

**Marian Cruz**                   **Chicago Business**

**Marion Santos**                **Chicago, City Treasurer**

**Maria Echeveste**               **Administrator, Wage and Hour, Department of Labor**

**Vilma Martinez**               **Former head of MALDEF**

**Antonia Hernandez**           **CEO & President of MALDEF**

**Stephanie Gonzalez**         **Secretary of State, New Mexico**

**Patricia Madrid**               **Attorney, New Mexico, candidate for Lt. Governor**

**Blanca Alvarado**              **San Jose City Council**

**Ramona Martinez**            **City Councilwoman, Denver, Colorado**

**Gloria Molina**                **Los Angeles County Supervisor**

**Stephanie Gonzales**         **New Mexico Secretary of State**

**Patricia Madrid**               **Lt. Governor candidate in New Mexico**

**Irma Munoz**

**Assistant Administrator for the Office of Marketing and  
Customer Service of the Small Business Administration**

**Debbie Ortega**

**City Councilwoman, Denver, Colorado**

OFFICE OF PUBLIC LIAISON: CONSTITUENCY CALENDAR R

October 1994

- 3 Planned Parenthood Conf.
- Natl. Conf. of Black Lawyers, DC  
(POTUS/Surr)
- Hisp. Natl. Bar Annual Conv.

# November 1994

## OFFICE OF PUBLIC LIAISON: CONSTITUENCY CALENDAR

| SUNDAY                    | MONDAY                              | TUESDAY                                           | WEDNESDAY                               | THURSDAY                  | FRIDAY                                                                    | SATURDAY                                 |
|---------------------------|-------------------------------------|---------------------------------------------------|-----------------------------------------|---------------------------|---------------------------------------------------------------------------|------------------------------------------|
|                           |                                     | 1<br>Latin American Manuf.<br>Asen. Annual Dinner | 2<br>12:00-1:00pm CEO<br>Lunch (POTUS)  | 3                         | 4                                                                         | 5                                        |
| 6                         | 7<br>Religious Breakfast<br>(POTUS) | 8<br><i>Election Day</i>                          | 9                                       | 10                        | 11<br>Veteran's Day<br>Breakfast, VA/DC<br>(POTUS)<br><i>Veterans Day</i> | 12                                       |
| 13                        | 14                                  | 15                                                | 16<br>12:00-1:00pm CEO<br>Lunch (POTUS) | 17                        | 18                                                                        | 19<br>Anniv. of Discovery<br>Puerto Rico |
| 20                        | 21                                  | 22                                                | 23                                      | 24<br><i>Thanksgiving</i> | 25                                                                        | 26                                       |
| 27                        | 28<br><i>Hamukkah</i>               | 29                                                | 30<br>12:00-1:00pm CEO<br>Lunch (POTUS) |                           |                                                                           |                                          |
| APEC Economic Leaders Mtg |                                     |                                                   |                                         |                           |                                                                           |                                          |

# December 1994

## OFFICE OF PUBLIC LIAISON: CONSTITUENCY CALENDAR

SUNDAY

MONDAY

TUESDAY

WEDNESDAY

THURSDAY

FRIDAY

SATURDAY

|                 |                                     |    |                     |                                            |    |                      |
|-----------------|-------------------------------------|----|---------------------|--------------------------------------------|----|----------------------|
|                 |                                     |    |                     | 1<br>Inaug. of Mexican<br>President (Surr) | 2  | 3                    |
| 4               | 5<br>Religious Breakfast<br>(POTUS) | 6  | 7                   | 8                                          | 9  | 10                   |
| 11              | 12                                  | 13 | 14                  | 15<br>OPL Christmas Tours                  | 16 | 17                   |
| 18              | 19                                  | 20 | 21<br>Winter begins | 22                                         | 23 | 24                   |
| 25<br>Christmas | 26                                  | 27 | 28                  | 29                                         | 30 | 31<br>New Year's Eve |

# January 1994

## OFFICE OF PUBLIC LIAISON: POLICY SUPPORT CALENDAR

SUNDAY

MONDAY

TUESDAY

WEDNESDAY

THURSDAY

FRIDAY

SATURDAY

|    |                                                   |    |    |                                                      |                                                                                         |                     |
|----|---------------------------------------------------|----|----|------------------------------------------------------|-----------------------------------------------------------------------------------------|---------------------|
|    |                                                   |    |    |                                                      |                                                                                         | 1<br>New Year's Day |
| 2  | 3                                                 | 4  | 5  | 6<br>Euro-Ethnic Briefing,<br>WI (VPOTUS)            | 7<br>Health Care Business<br>Working Group                                              | 8                   |
| 9  | 10                                                | 11 | 12 | 13                                                   | 14<br>Health Care Business<br>Working Group                                             | 15                  |
|    | Targeted Calls to Women's Groups re: Inman Nomin. |    |    |                                                      |                                                                                         |                     |
| 16 | 17<br>Martin Luther King, Jr.                     | 18 | 19 | 20                                                   | 21<br>Health Care Business<br>Working Group                                             | 22                  |
|    | Targeted Bfgs to Build Support re: Bal. Budget    |    |    |                                                      |                                                                                         |                     |
|    | Targeted Calls to Supporters/Friends re: Budget   |    |    |                                                      |                                                                                         |                     |
| 23 | 24<br>Civil Rights Leaders<br>Mtg. re: Welfare    | 25 | 26 | 27<br>Business Advisory<br>Group Mtg. re:<br>Welfare | 28<br>Health Care Business<br>Working Group<br>Civil Rights Leaders<br>Mtg. re: Welfare | 29                  |
| 30 | 31                                                |    |    |                                                      |                                                                                         |                     |

# February 1994

## OFFICE OF PUBLIC LIAISON: POLICY SUPPORT CALENDAR

| SUNDAY | MONDAY                                                                 | TUESDAY                                                                 | WEDNESDAY                  | THURSDAY                                       | FRIDAY                                  | SATURDAY                        |
|--------|------------------------------------------------------------------------|-------------------------------------------------------------------------|----------------------------|------------------------------------------------|-----------------------------------------|---------------------------------|
|        |                                                                        | 1<br>Briefing on Community Reinvestment Act<br>Briefing on Haiti Policy | 2<br><i>Groundhog Day</i>  | 3<br>Business Advisory Group Mtg. re: Welfare  | 4<br>Health Care Business Working Group | 5                               |
| 6      | 7<br>FY'95 Budget Announcement<br>Supporter Mtgs. re: Gould Nomination | 8                                                                       | 9                          | 10<br>Business Advisory Group Mtg. re: Welfare | 11                                      | 12<br><i>Lincoln's Birthday</i> |
|        |                                                                        | Supporter Mtgs. re: Gould                                               |                            |                                                |                                         |                                 |
|        |                                                                        | FY'95 Budget Briefings for Supporter/Impacted Grps                      |                            |                                                |                                         |                                 |
| 13     | 14<br><i>Valentine's Day</i>                                           | 15                                                                      | 16<br><i>Ash Wednesday</i> | 17<br>Business Advisory Group Mtg. re: Welfare | 18                                      | 19                              |
|        | Meetings w/Policy Unions and Chiefs re: Crime                          |                                                                         |                            |                                                |                                         |                                 |
| 20     | 21<br><i>President's Day</i>                                           | 22<br><i>Washington's Birthday</i>                                      | 23                         | 24                                             | 25                                      | 26                              |
|        |                                                                        | State Opinion Leader Briefings (2/wk) re: Health                        |                            |                                                |                                         |                                 |
| 27     | 28                                                                     |                                                                         |                            |                                                |                                         |                                 |

# March 1994

## OFFICE OF PUBLIC LIAISON: POLICY SUPPORT CALENDAR

| SUNDAY                     | MONDAY | TUESDAY                                          | WEDNESDAY | THURSDAY                   | FRIDAY | SATURDAY |
|----------------------------|--------|--------------------------------------------------|-----------|----------------------------|--------|----------|
|                            |        | 1                                                | 2         | 3                          | 4      | 5        |
|                            |        | State Opinion Leader Briefings (2/wk) re: Health |           |                            |        |          |
| 6                          | 7      | 8                                                | 9         | 10                         | 11     | 12       |
|                            |        | State Opinion Leader Briefings (2/wk) re: Health |           |                            |        |          |
| 13                         | 14     | 15                                               | 16        | 17<br><i>St. Patrick's</i> | 18     | 19       |
|                            |        | State Opinion Leader Briefings (2/wk) re: Health |           |                            |        |          |
| 20<br><i>Spring begins</i> | 21     | 22                                               | 23        | 24                         | 25     | 26       |
|                            |        | State Opinion Leader Briefings (2/wk) re: Health |           |                            |        |          |
| 27<br><i>Palm Sunday</i>   | 28     | 29                                               | 30        | 31                         |        |          |
|                            |        | State Opinion Leader Briefings (2/wk) re: Health |           |                            |        |          |

# April 1994

## OFFICE OF PUBLIC LIAISON: POLICY SUPPORT CALENDAR

SUNDAY

MONDAY

TUESDAY

WEDNESDAY

THURSDAY

FRIDAY

SATURDAY

|                                                                    |    |                                                  |                       |    |                                                   |    |
|--------------------------------------------------------------------|----|--------------------------------------------------|-----------------------|----|---------------------------------------------------|----|
|                                                                    |    |                                                  |                       |    | 1<br><i>April Fools Day</i><br><i>Good Friday</i> | 2  |
| 3<br><i>Daylight Savings—set<br/>ahead 1 hour</i><br><i>Easter</i> | 4  | 5                                                | 6                     | 7  | 8                                                 | 9  |
|                                                                    |    | State Opinion Leader Briefings (2/wk) re: Health |                       |    |                                                   |    |
| 10                                                                 | 11 | 12                                               | 13                    | 14 | 15                                                | 16 |
|                                                                    |    | State Opinion Leader Briefings (2/wk) re: Health |                       |    |                                                   |    |
| 17                                                                 | 18 | 19                                               | 20                    | 21 | 22                                                | 23 |
|                                                                    |    | State Opinion Leader Briefings (2/wk) re: Health |                       |    |                                                   |    |
| 24                                                                 | 25 | 26                                               | 27<br><i>Passover</i> | 28 | 29                                                | 30 |
|                                                                    |    | State Opinion Leader Briefings (2/wk) re: Health |                       |    |                                                   |    |

**OFFICE OF PUBLIC LIAISON  
STRATEGIC POLICY INITIATIVES**

| President's 1994 Goal | Activity Phase                                                                                                                                                                                      | Stakeholders                                                                                                                          | OPL Activity                                                                                                                                                                                                                  | Related Policy/Political Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1995 Budget           | February 7th<br>Pre-Announcement<br>Meetings<br>Post-Announcement<br>Meetings                                                                                                                       | (to be developed based on<br>budgetary decisions)                                                                                     | Schedule meetings with<br>opinion leaders to build<br>support                                                                                                                                                                 | (to be developed)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Health Care           | January-August; Intense<br>activity in February-March<br>with peak campaign from<br>opposition; Congressional<br>hearings scheduled through<br>mid-March; Intense Senate<br>activity through August | Health and Related<br>Professionals, Seniors,<br>Business, Women, AIDS<br>groups, Labor, African<br>Americans, Hispanics,<br>Veterans | Need to leverage<br>constituents toward<br>positioning of Clinton plan;<br>Develop strategy to provide<br>broad public education to<br>overcome negative<br>campaign which opposition<br>will maintain during this<br>period. | Dingell has March 4<br>deadline for subcommittee<br>reports in House; Kennedy<br>has imposed similar<br>deadlines for subcommittee<br>work in the Senate; Both<br>House and Senate plan to<br>report out of Committee in<br>April with hope of full<br>House floor vote in mid-<br>May and Senate in June.<br>Conference activity is<br>scheduled for July and goal<br>for vote is early August.<br><br><u>Positioning:</u> Cadre<br>of Republicans -- in Senate<br>and in House -- oppose any<br>reform and will spin all<br>Administration efforts as<br>"socialism." |

**OFFICE OF PUBLIC LIAISON  
STRATEGIC POLICY INITIATIVES**

| President's 1994 Goal | Activity Phase                                       | Stakeholders                                                                         | OPL Activity                                                                                                                                                                                                                                                         | Related Policy/Political Activity                                                                                                                                                                                                                                                                                                                                         |
|-----------------------|------------------------------------------------------|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Health Care (cont'd)  |                                                      |                                                                                      |                                                                                                                                                                                                                                                                      | <p>A group of House moderates Members have co-sponsored the Cooper Bill which favors managed competition, does not imposed mandatory coverage on employees and falls short of universal coverage. Southern Democrats are a key block of support for the moderate Cooper Bill.</p> <p>On the Senate side, a similar cluster of moderates are led by Chafee and Breaux.</p> |
| Welfare Reform        | Timing to be coordinated with Health Care Initiative | African Americans, Hispanics, Civil Rights, Labor, Women, Religious Groups, Business | Bring all stakeholders into discussion. Women's group essential; job creation element will impact labor: African-Americans concerned about options; Religious leaders key to broad support. Liberal element will oppose time-limits. Business needed to create jobs. | Memo on President's desk emphasized job development and issued of work/opportunity/responsibility/family. Emphasis on time limits; Legislation not yet developed by Administration. Moynihan may move out ahead of us. Republican opposition-package introduced.                                                                                                          |

**OFFICE OF PUBLIC AFFAIRS LIAISON  
STRATEGIC POLICY INITIATIVES**

| President's 1994 Goal                                | Activity Phase                                                                                                                                                                                                                                   | Stakeholders                                                                                                                                                  | OPL Activity                                                                                                                                                                           | Related Policy/Political Activity                                                                                                                                                                             |
|------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Crime & Violence                                     | Messaging began with President's Memphis speech; Prayer Breakfast February 4 is a possible vehicle; February political emphasis in Congress; Networks pledged weekly coverage; Need to coordinate with Legislative Task Force and Communications | African-Americans, Religious Groups, Law Enforcement, Civil Rights, Justice, Business                                                                         | Need to proactively seek input from stakeholders and begin building base of support for President's initiative. Their ideas need to be introduced into the framework of the Task Force | Task Force formed with subgroups to make recommendations in the following Areas; Legislation, Gun Registration, Grant-Making Mechanisms to States, Administration/Executive Options, Drug Policy              |
| Re-Training & Re-Employment (JOB)                    | January-March, March job summit; Meetings with Labor and Education Departments to get up to speed                                                                                                                                                | Labor, Civil Rights, Business, African American, Hispanic, Women                                                                                              | Meet with impacted constituencies to solicit their help                                                                                                                                | Policy & legislative agenda needs to be developed. Overlap with Information Highway ( retrenchment), Empowerment Zones, Defense Conversation, Community Development Banks, Small Business Conference Planning |
| <b>OTHER OPL PRIORITIES</b>                          |                                                                                                                                                                                                                                                  |                                                                                                                                                               |                                                                                                                                                                                        |                                                                                                                                                                                                               |
| Leveraging Domestic Groups to Support Foreign Policy | January Presidential trip to Russia; Review NSC calendar for additional opportunities                                                                                                                                                            | Various ethnic groups with intense ties to international policy, i.e., Jewish community, Arab community, Hispanics, Eastern European immigrants, Asians, etc. | Need to proactively educate these communities about White House initiatives and enlist their support for policy initiatives and President's travel.                                    | Need to improve communication and exchange of information with State officials, Office of Protocol and appropriate White House staff about affected stakeholders' views.                                      |
| Superfund Reauthorization                            | January (mid) for decision                                                                                                                                                                                                                       | Environmental and Business Groups                                                                                                                             | (to be developed)                                                                                                                                                                      | (to be developed)                                                                                                                                                                                             |
| Japanese Bi-Lateral Summit                           | February                                                                                                                                                                                                                                         | Business and Public Interest                                                                                                                                  | (to be developed)                                                                                                                                                                      | (to be developed)                                                                                                                                                                                             |
| GATT                                                 | April                                                                                                                                                                                                                                            | Business, Labor, Public Interest                                                                                                                              | (to be developed)                                                                                                                                                                      | (to be developed)                                                                                                                                                                                             |

**OFFICE OF PUBLIC LIAISON  
STRATEGIC POLICY INITIATIVES**

| <b>President's 1994 Goal</b> | <b>Activity Phase</b> | <b>Stakeholders</b> | <b>OPL Activity</b> | <b>Related Policy/Political Activity</b> |
|------------------------------|-----------------------|---------------------|---------------------|------------------------------------------|
|------------------------------|-----------------------|---------------------|---------------------|------------------------------------------|

|                             |                                                                                                                                                                  |                                                                                                                                                                                                                                                                |                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Information Infrastructure  | Advisory Committee announced in January; Interagency Task Force works all year. (Gore announced that official Clinton agenda will be available January 11, 1994) | Major impact on business, especially high tech and telecoms. Labor groups dramatically impacted buy shifts from industrial to electronic economic base. Ties to re-training and re-employment initiative. Public interest & consumer groups engaged in debate. | Need to get CEO-level buy-in on broad level. AS regulatory legislation begins, warring factions inside industry will bring heavy pressure to bear on Administration. | Effective control now lies with Congress. Dingell & Brooks have been brokering for months to conclude mutually acceptable terms for post-MFJ policy. From House Judiciary, Brooks will attempt to wrestle control, place signature on deal. Brooks aggressively opposed NPR initiative to change Federal procurement practices and has a personal stake/agenda in controlling who gets what in the new de-regulated electronic environment. Although Ed Markey is a key player, Brooks' influence needs to be addressed early. |
| Community Development Banks | Briefings for business groups and community leaders                                                                                                              |                                                                                                                                                                                                                                                                |                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Community Reinvestment Act  | Briefings for affected groups                                                                                                                                    |                                                                                                                                                                                                                                                                |                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Defense Conversion          | Targeted industry briefings for affected groups                                                                                                                  |                                                                                                                                                                                                                                                                |                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Balanced Budget Amendment   | January call strategy; week of intense briefings with affected groups                                                                                            |                                                                                                                                                                                                                                                                |                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

THE WHITE HOUSE  
WASHINGTON

January 26, 1995

MEMORANDUM FOR ERSKINE BOWLES

FROM: Alexis Herman

SUBJECT: What Public Liaison Needs for the Roll-Out of Administration Initiatives

With a minimum of one week advance notification to develop the proper plans, the following is an outline of Public Liaison's needs for execution of an effective roll-out strategy.

Management and Coordination

- Identification of core policy/legislative priorities.
- A weekly review of priorities with Legislative Affairs in the room to anticipate distracting issues from the core agenda.
- Clarification that the allocation of resources dedicated to administration initiatives must flow from the Deputy Chief of Staff.
- Development of an alert system to provide immediate updates throughout the course of the day on any changes in strategy in terms of policy or politics.
- Review of internal office chain of command for notification system; i.e. if Assistant to the President is not available, who is the appropriate staff contact?
- Individuals with special relationships to particular constituencies, organizations or issues should report any contacts to the appropriate office to ensure continued coordination.
- Determine lead surrogates for each issue and identify who is responsible for contacting them.

Communications

- OPL must have input into the final message product so that the message is tied to our targeted constituencies.
- Talking points structured around repetitive message baskets in order to condition constituencies with our core message.

- Daily talking points, approved and distributed by 8:00AM. These would ideally be one-pagers in bullet form.
- Assistance from Communications to create sample op-ed pieces for targeted constituencies.

#### Resources

- Status of White House database.
- Access to additional space to bring in volunteers on an emergency basis.

In addition to the above, I think it is important to create opportunities for feedback both on the results and the process of each roll-out.

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1/21/97